

# **U.S. Army Cadet Command**

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## **NALC Branching Study**

### **Executive Summary**

### **National Advanced Leadership Course Study**

### **15 August 2002**

**Dr. Bert Huggins**  
Project Director  
**Ms. Paige Brage**  
Research Assistant



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# NALC Branching Study Executive Summary

- ★ **Purpose: Provide in-depth analysis of branch decision.**
- ★ **Conducted at NALC 12 July 2002.**
- ★ **Reasons for the branching decision (those with asterisk were most significant:**
  - **1 Promotion opportunities.**
  - **2 Different assignments and jobs available within the branch.**
  - **3 *Developing technical skills that are useful in future civilian occupation\**.**
  - **4 Developing leadership skills that are useful in civilian life.**
  - **5 The number of officers of my ethnicity at senior positions in the branch.**
  - **6 *Adventure and fun in the job\**.**
  - **7 Assignment locations.**
  - **8 Management skills.**
  - **9 Lower Operational Tempo (OPTEMPO)/ less time away from home.**
- ★ **Findings:**
  - **Some branches are significantly lower in appeal and this was directly linked to the perceptions of cadets about the branches' advantages.**
  - **Historically difficult to fill branches remained at the low end of cadet perceptions and subsequently cadets plan not to select these branches high in their order of choice. Those branches were:**
    - Chemical
    - Field Artillery and ADA
    - Finance
    - AG



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# Executive Summary (continued)

## ★ Findings (cont):

- ➡ Overall, job skills and adventure lead the characteristics of branches in the job decision.
- ▢ Which of these is most important is dictated by the ethnicity of the cadet more than any other factor.
- ▢ All cadets viewed the advantages of the branches the same, regardless of ethnicity (i.e., all cadets see leadership and promotion higher in CA, and lower in CS and CSS).
- ▢ However, all cadets did not show the same cultural values and emphasis regarding branch advantages (African-Americans focus on Job Skills, whites on Adventure).
- ▢ Minority cadets were more likely to value certain advantages over others.
- ▢ Cadets who do not have adventure, and fun job assignments as a primary decision will not likely branch Combat Arms.
- ▢ Infantry and Armor have the highest leadership development and promotion potential ratings but African-Americans do not respond to these.
- ▢ The message that leadership development will impact on future civilian career progression has not been heard by minority cadets.

- ★ The study found that African-Americans did not select combat arms because the advantages of the combat arms branches in leadership development, adventure and promotion did not outweigh the allure of direct translation of skills to a civilian career.



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# Executive Summary (continued)

- ★ Of the combat arms branches, Infantry and Armor have a high image except in the area of translation to a civilian career, where they are lowest. Artillery and ADA are lowest.
- ★ Of the combat support branches Chemical is significantly lower than all other branches in image with cadets.
- ★ The combat service support branches were not considered particularly exciting, but apparently made up for it somewhat by having relatively high civilian job skills associated.
- ★ The choice of branches, as evidenced in the sample, will not fit the Army's needs for branch selection. Only one-half of one percent picked Chemical Corps first.
- ★ Not getting a first choice of branch has a negative impact on cadets' projection of retention after ADSO.
- ★ Need to improve branch image for those noted above to increase satisfaction.
- ★ The cadets, particularly minority cadets, saw development of leadership potential as mutually exclusive of transfer of skills to a civilian career.
- ★ Study also recommends marketing the utility of leadership development to a future civilian career to African-American males to encourage selection of combat arms branches.



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## **NALC Branching Study**

### **National Advanced Leadership Course Study** **15 August 2002**

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# **The National Advanced Leadership Course Branching Survey**

- ★ Purpose: Provide in-depth analysis of the reasons for selection of branch and determine why specific branches appear to have significant problems attracting cadets in the branch selection process.**
- ★ Study looked at ethnicity as a determinant of the decision process.**
- ★ Two regiments participated in the survey.**
- ★ The total number of valid responses was 393.**
- ★ The percentage participation by ethnicity closely follows the composition of the camp.**



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# Contents

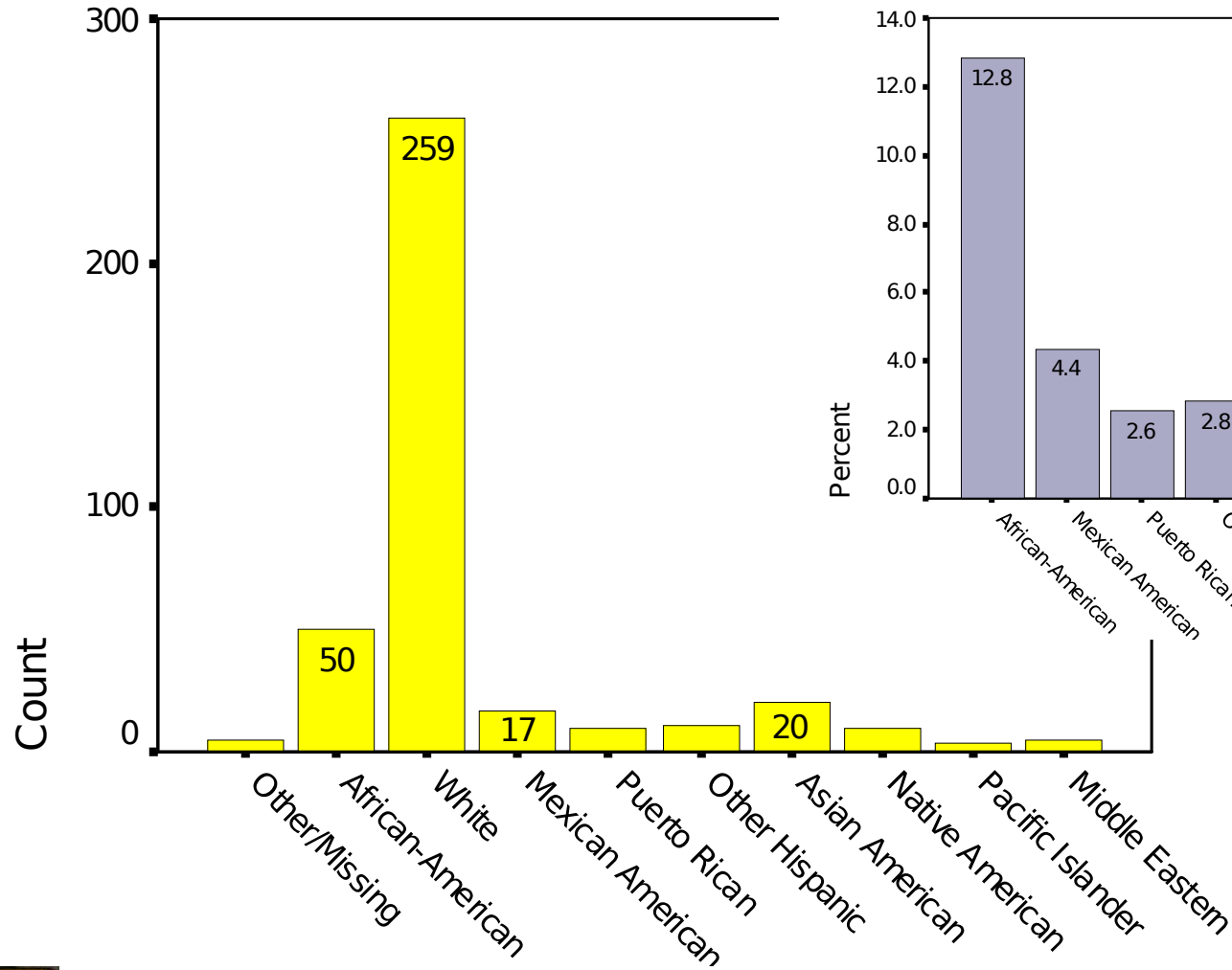
- ★ **Study Sample**
- ★ **Order of Selection of Branches**
- ★ **Reasons for Branch Choice**
- ★ **Perceptions of Branches**
- ★ **Perceptions and Ethnicity  
Interaction Summary**



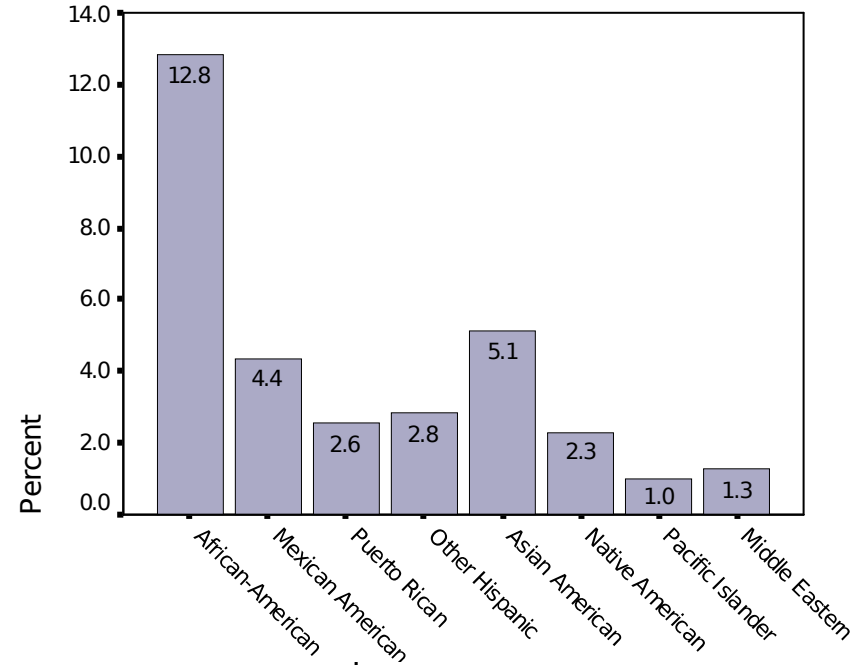
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# Ethnicity of Sample



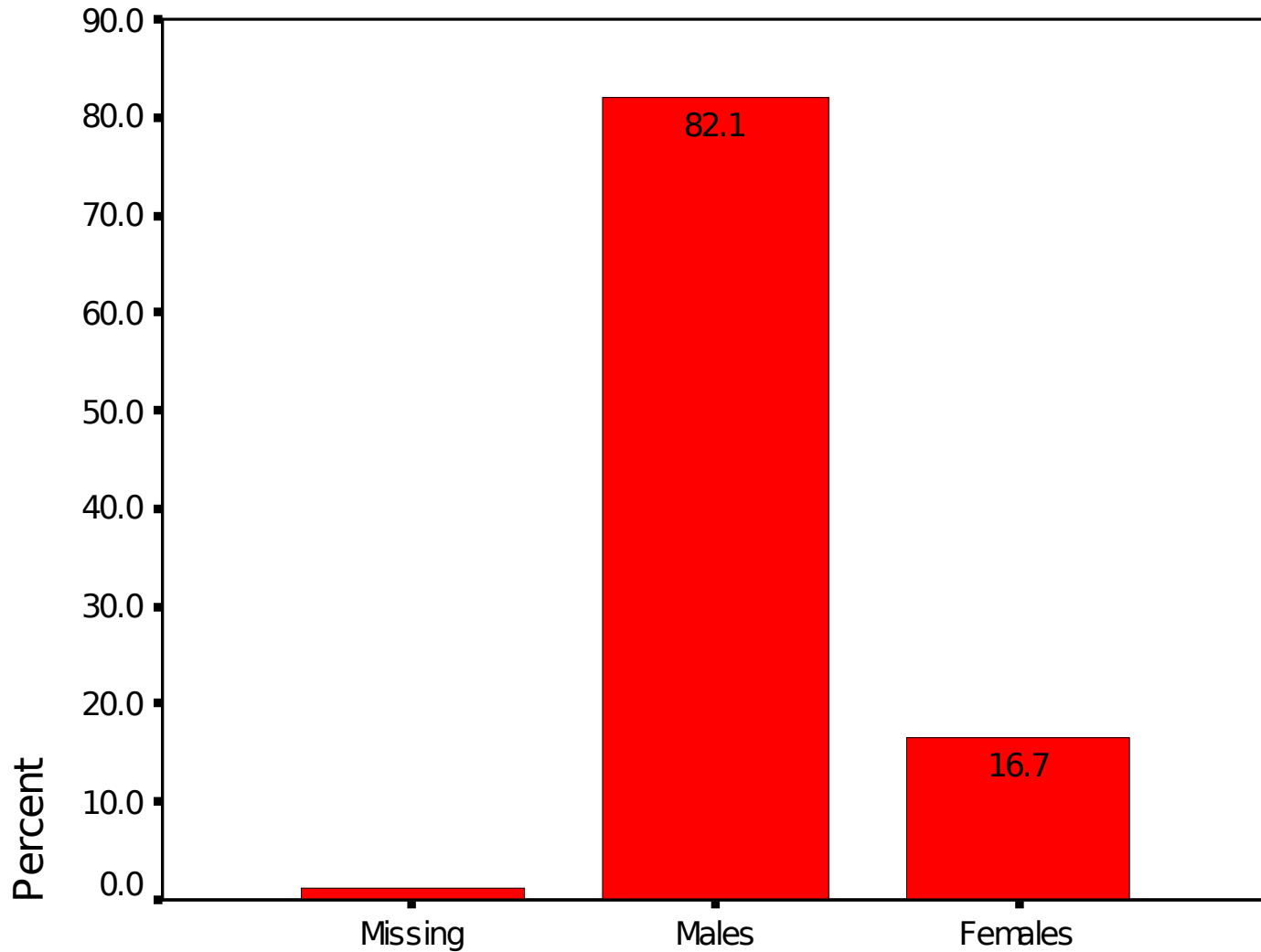
## Minority Representation



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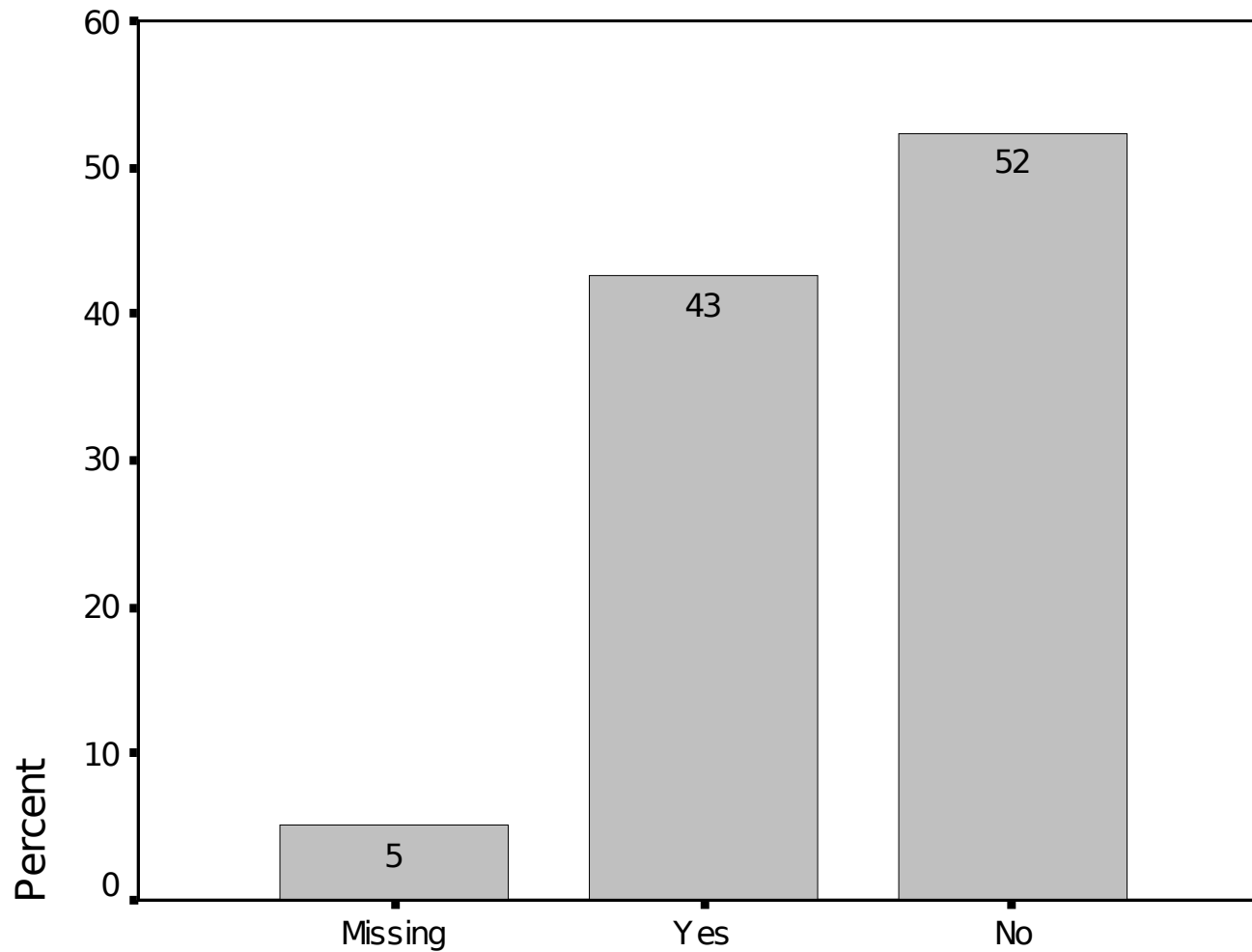
# GENDER



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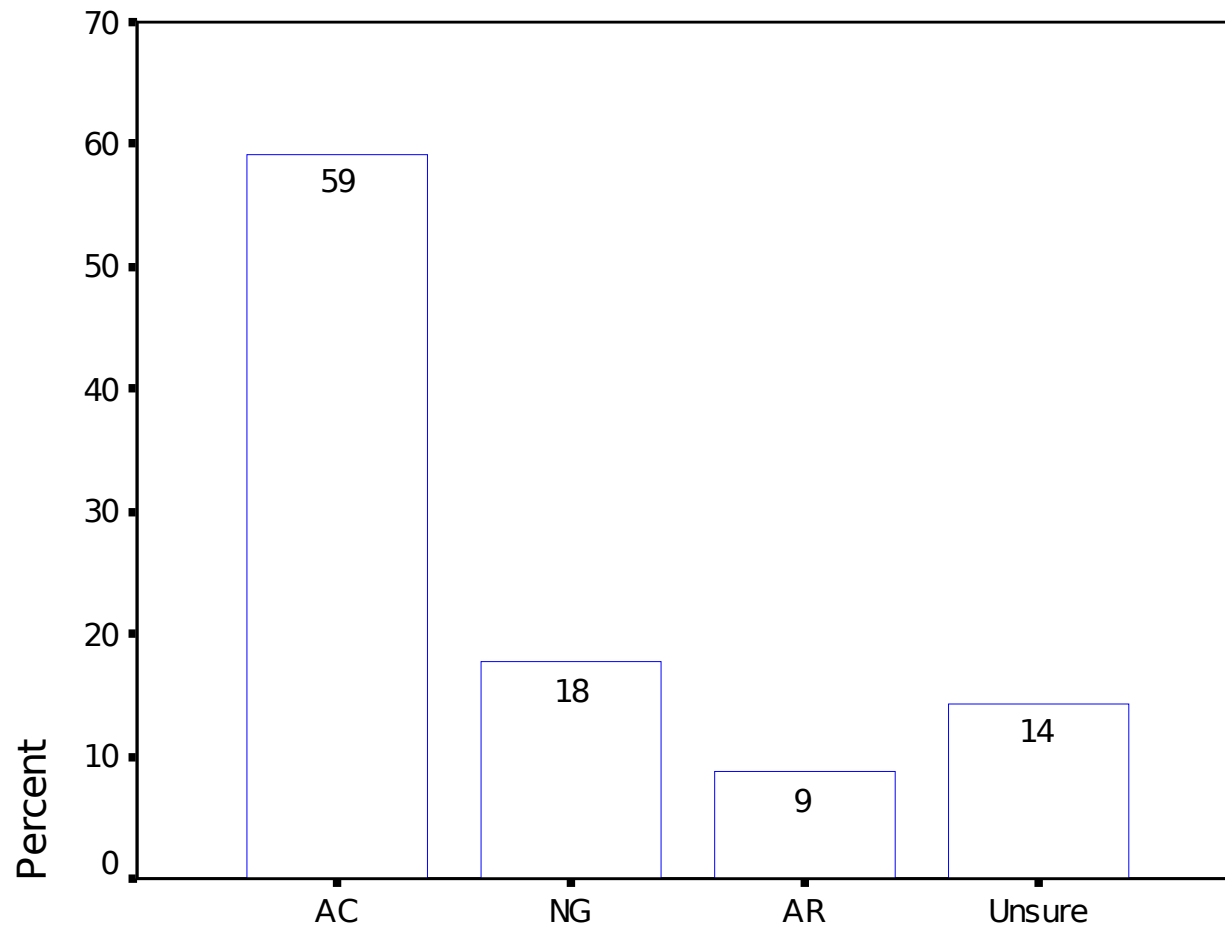
# MARRIED



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## AC RC Mix



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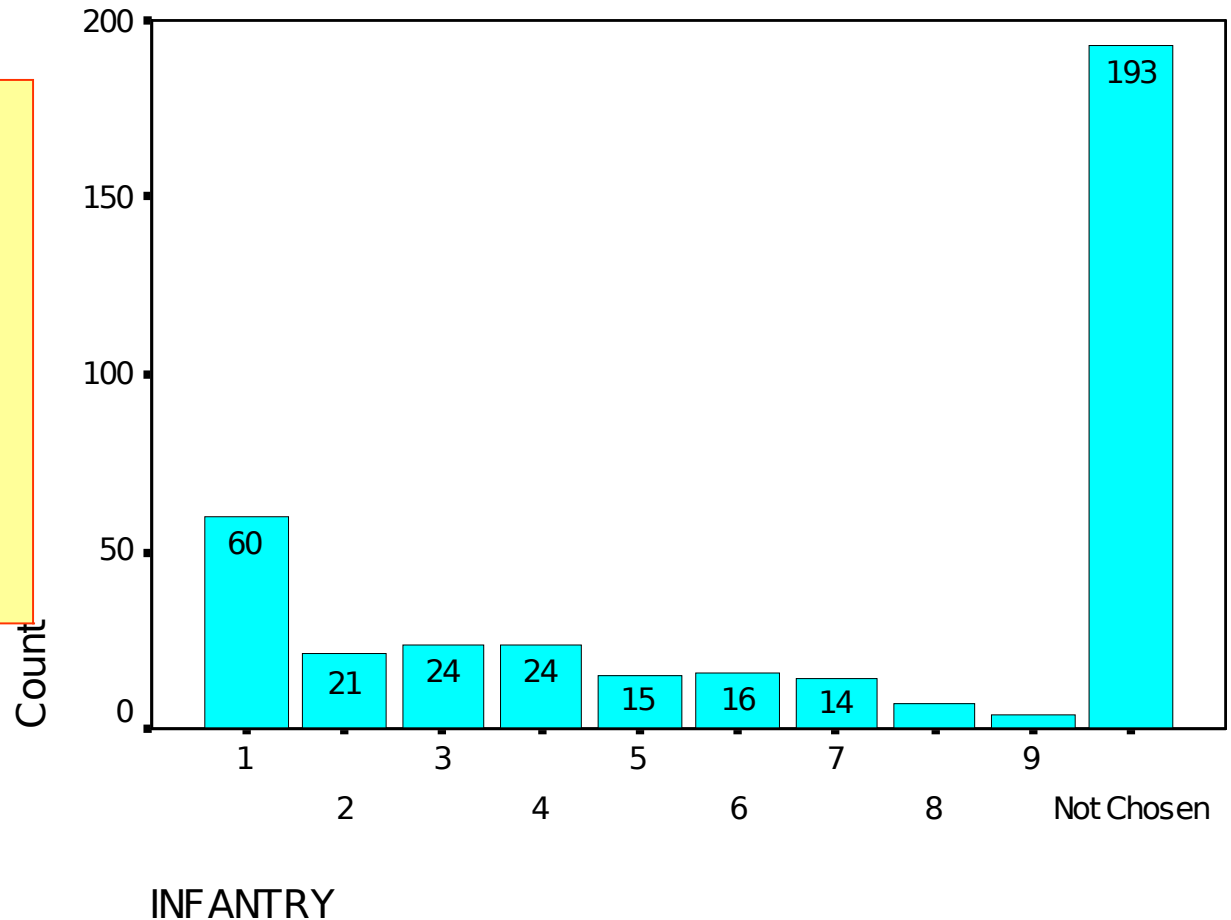
# Branch Choices

- ★ **Cadets indicated their first, second, third, etc. choice of branch**
- ★ **The profiles of branches include the choices, through nine in order**
  - ➡ **Some cadets indicated ties in their choices by noting two branches as their second choice, etc.;**
  - **Thus, because of ties, the total number of first, second, etc., choices may exceed the number of cadets**
- ★ **Cadet choices were not aligned to the projected number of branch allocations**



## Order of Selection

- 60 cadets picked Infantry first
- 15% of all cadets were considering Infantry as first choice.
- Only 12 were non-white with 4 of those African-American.
- **COMMENT:** Females were not excluded from branch choices

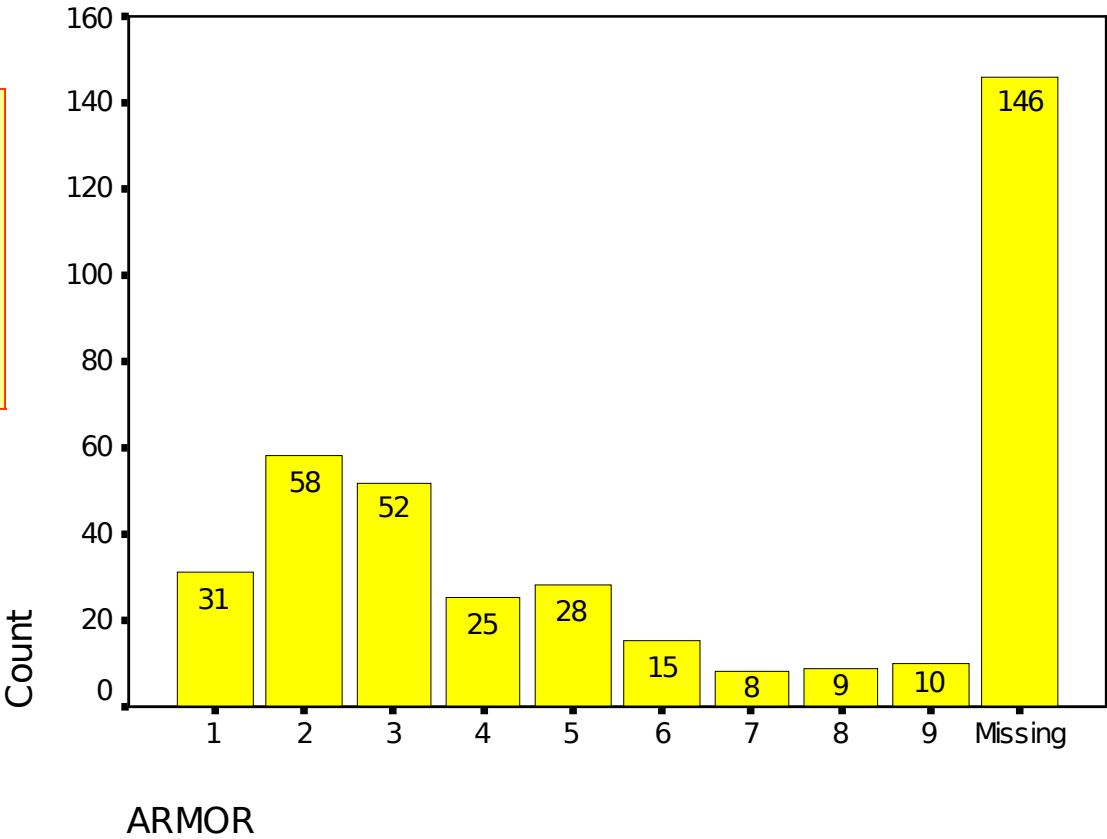


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# Order of Selection

- Fewer cadets picked Armor than Infantry first.
- 8% of all cadets were considering Armor as first choice.
- 5 were non-white, none were African-American.

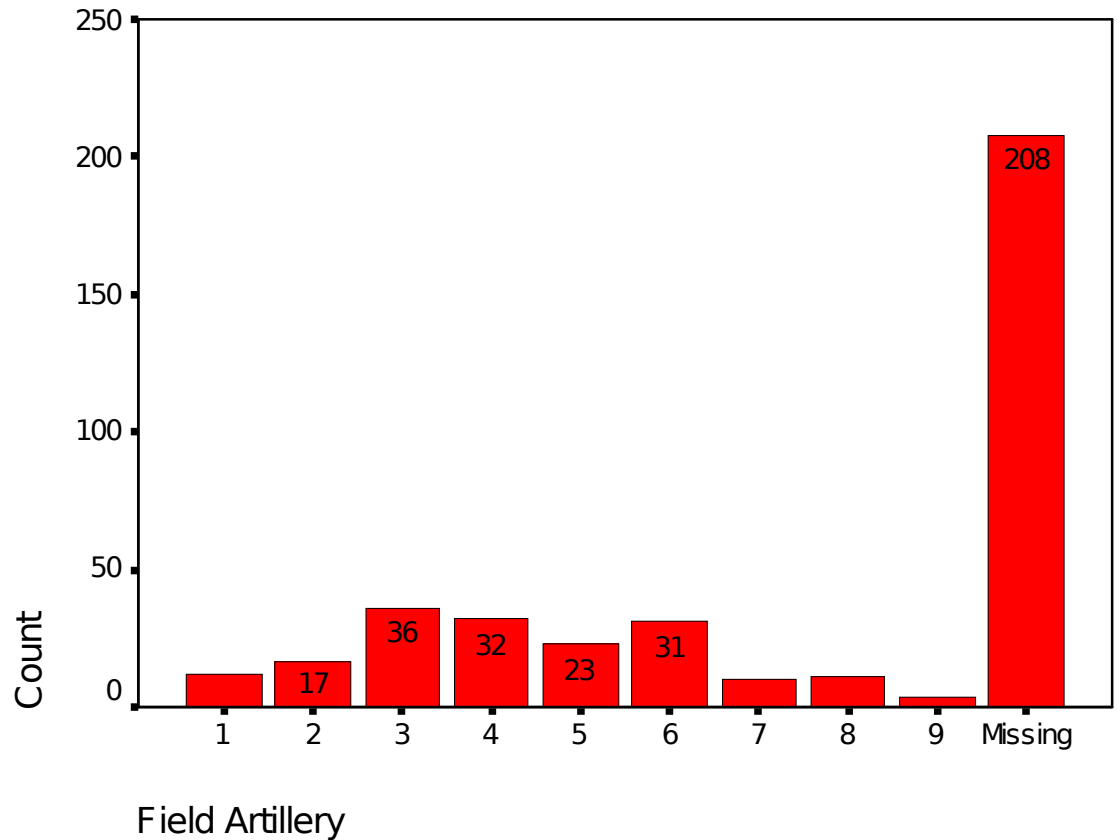


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## Order of Selection

- Fewer cadets picked Field Artillery than either Infantry or Armor.
- Only 2% of all cadets were considering FA as first choice.
- Half were non-white.

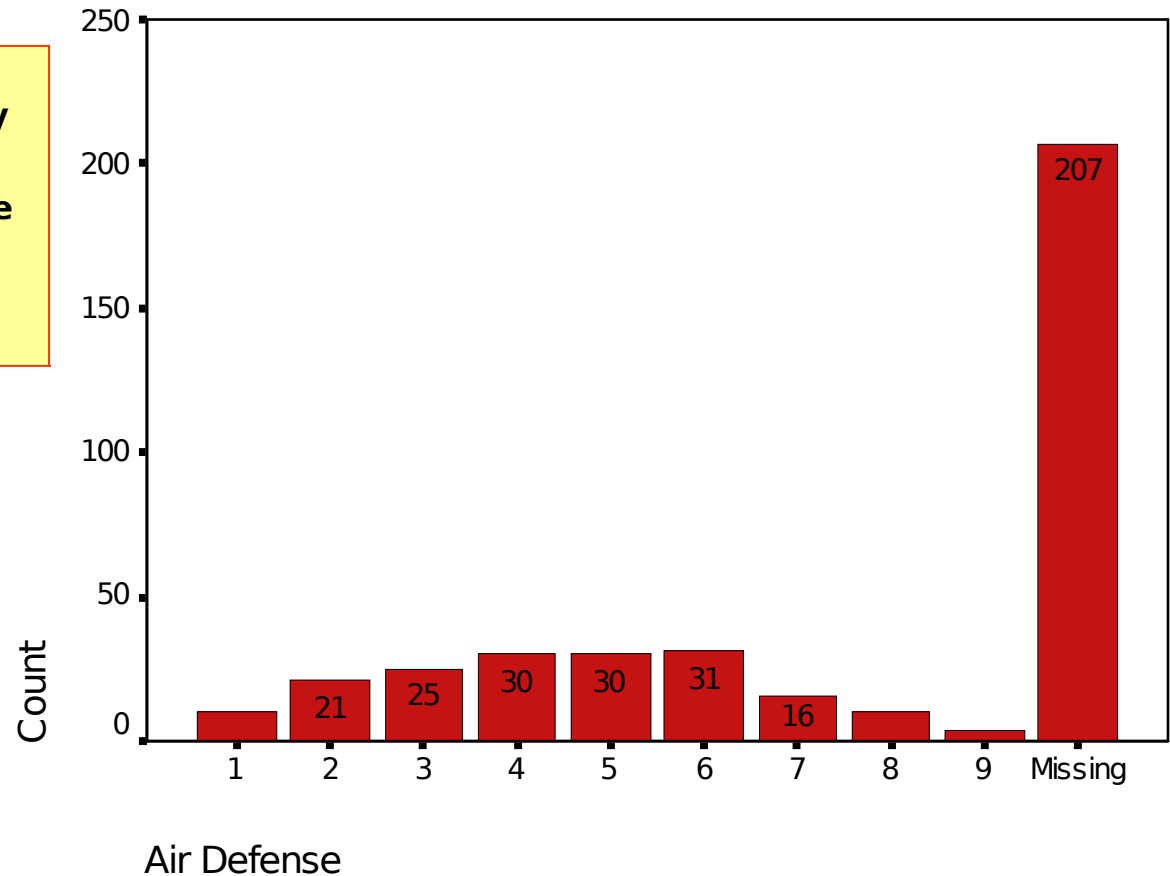


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## Order Of Selection

- Fewer cadets picked Air Defense Artillery than any combat arms branch.
- Only 2% of all cadets were considering ADA as first choice.
- 3 were non-white.

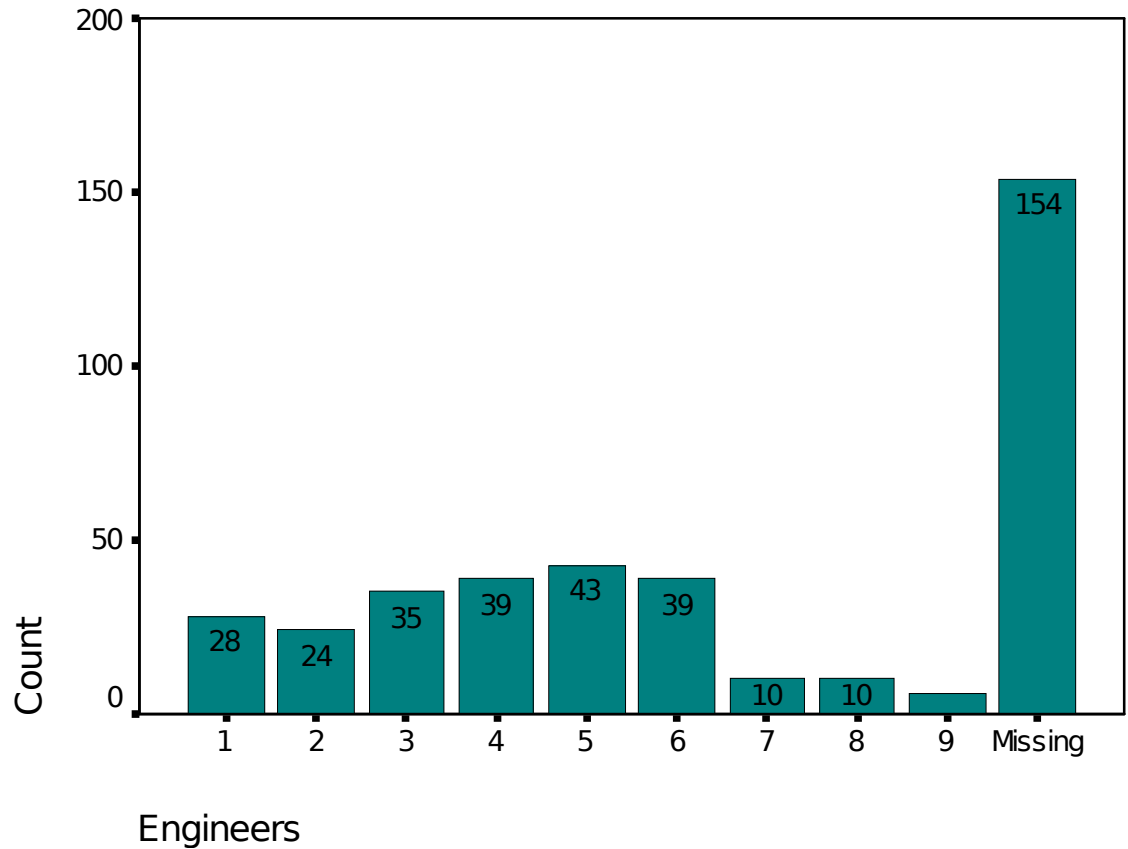


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## Order Of Selection

- Maneuver branches and Aviation had higher rate of first selection.
- 5 were non-white.

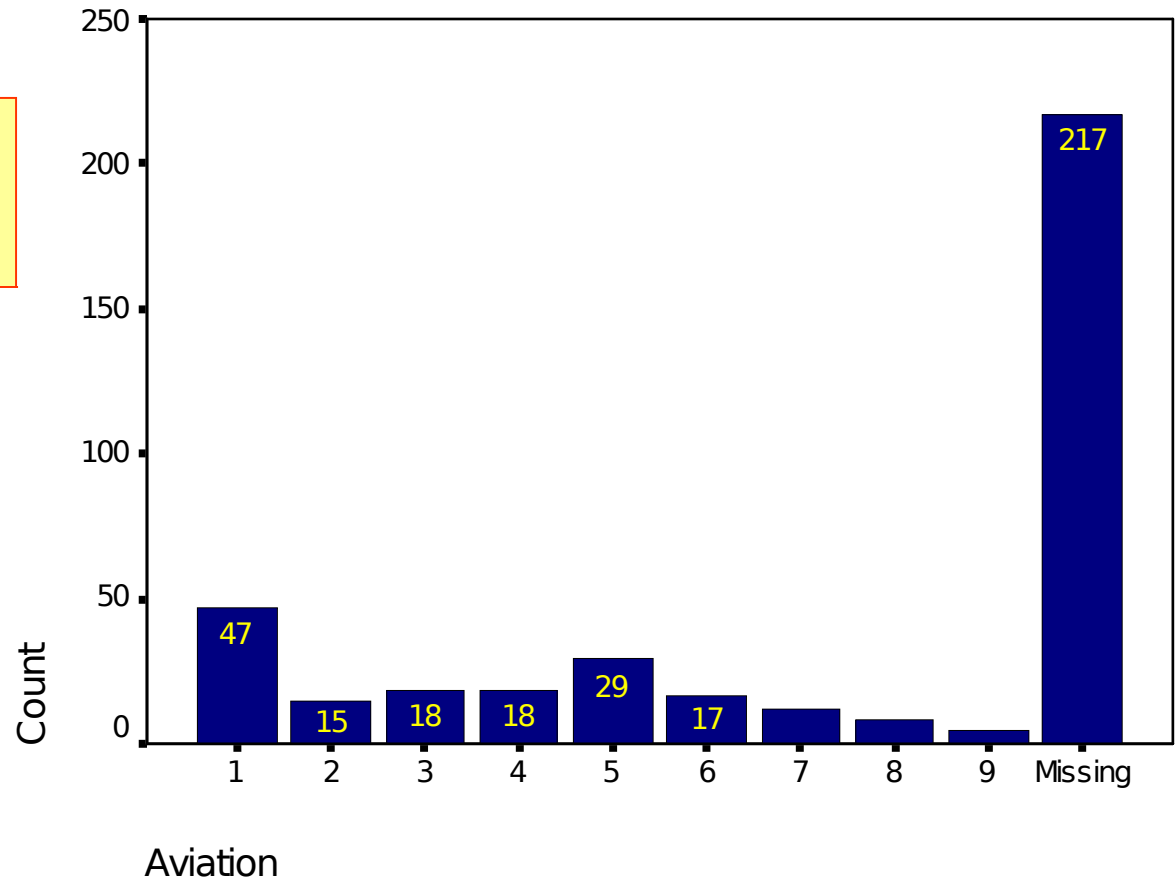


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## Order Of Selection

- Aviation had a high first choice rate, but few chose subsequently.
- 8 were non-white.

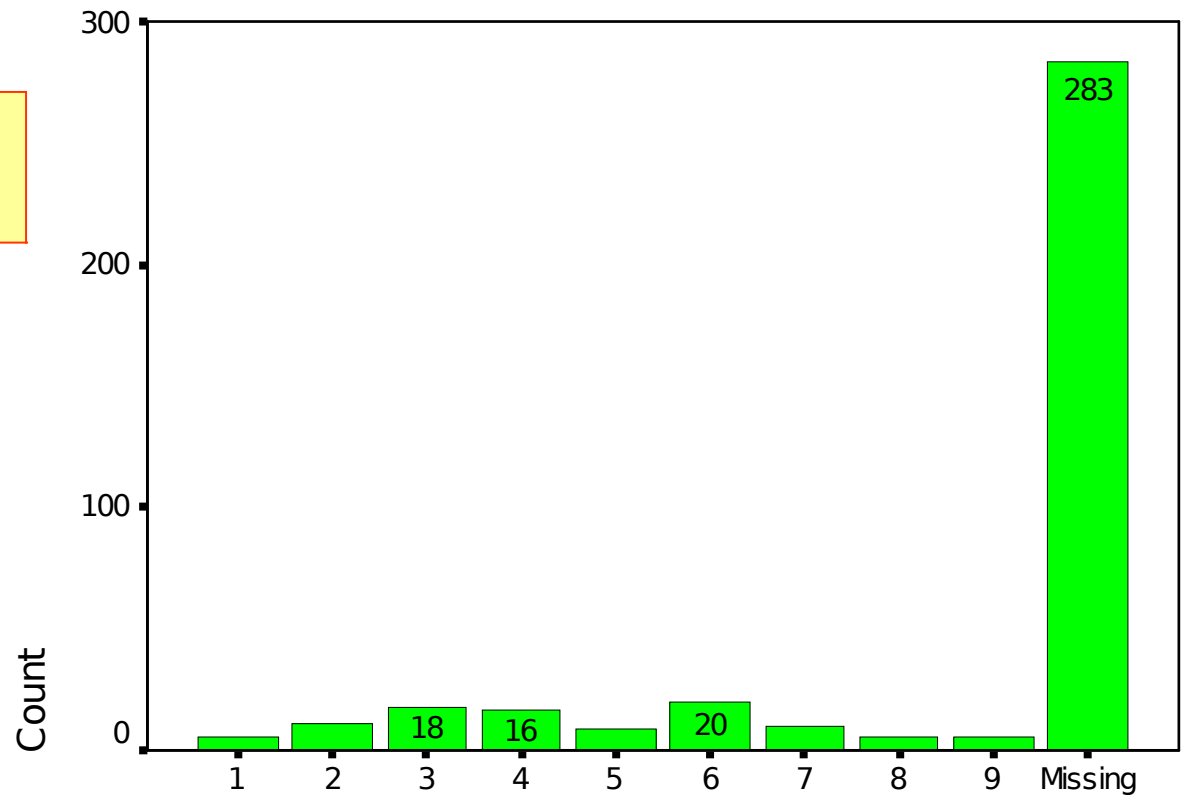


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## Order Of Selection

- Chemical Corps had the lowest first choice rate.
- Both were non-white.



Chemical Corps

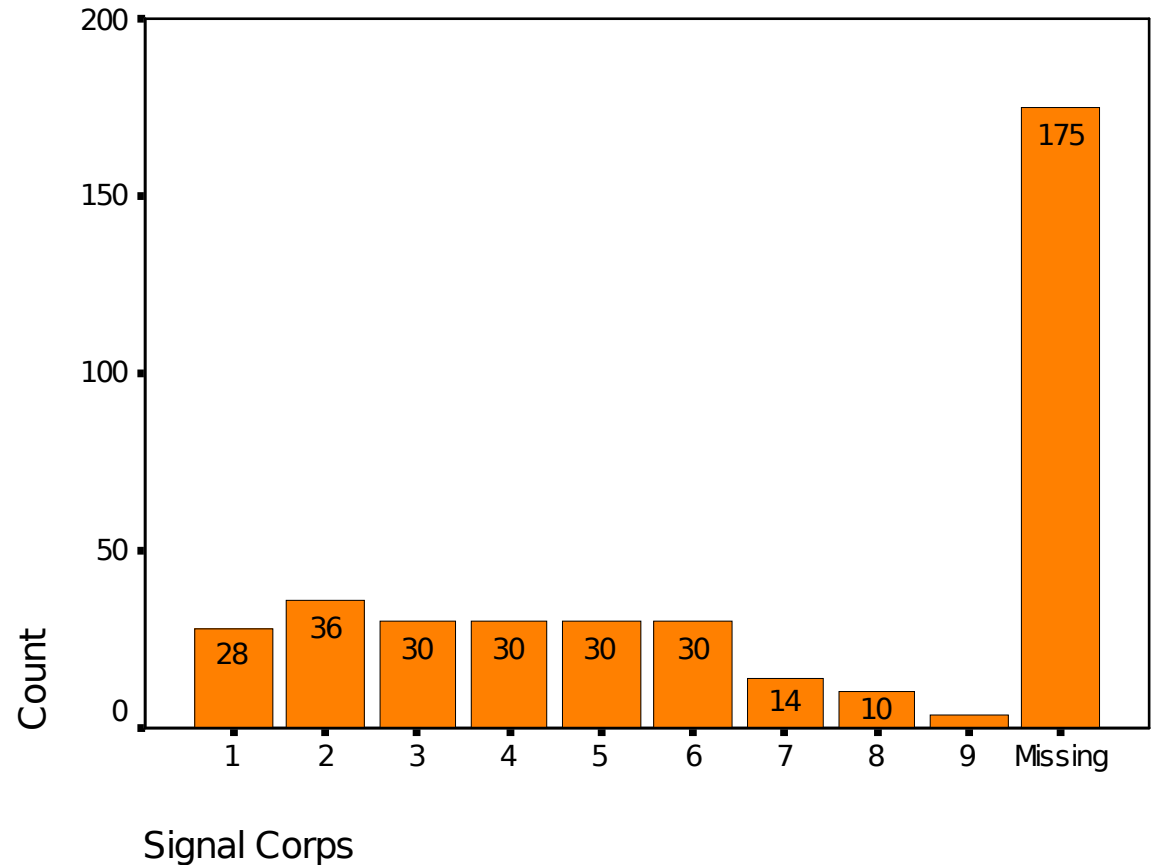


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## Order Of Selection

- **Signal Corps had high second and third choices.**
- **8 of the first choice were non-white as were 15 of the second choice cadets.**

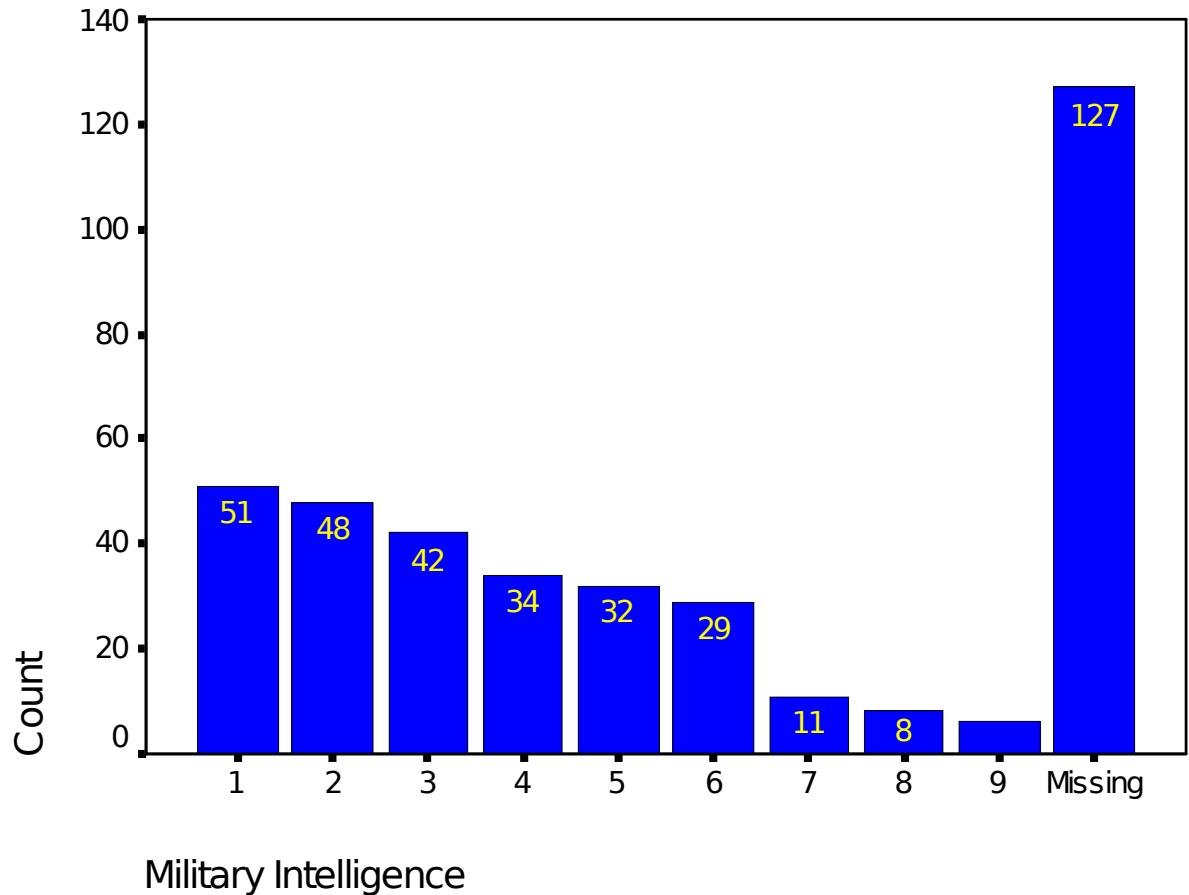


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## Order Of Selection

- MI had high rates of selection for first, second and third choices.
- 15 of the first choice were non-white as were 8 of the second choice cadets.
- Only 127 of 393 cadets did not consider MI at all.

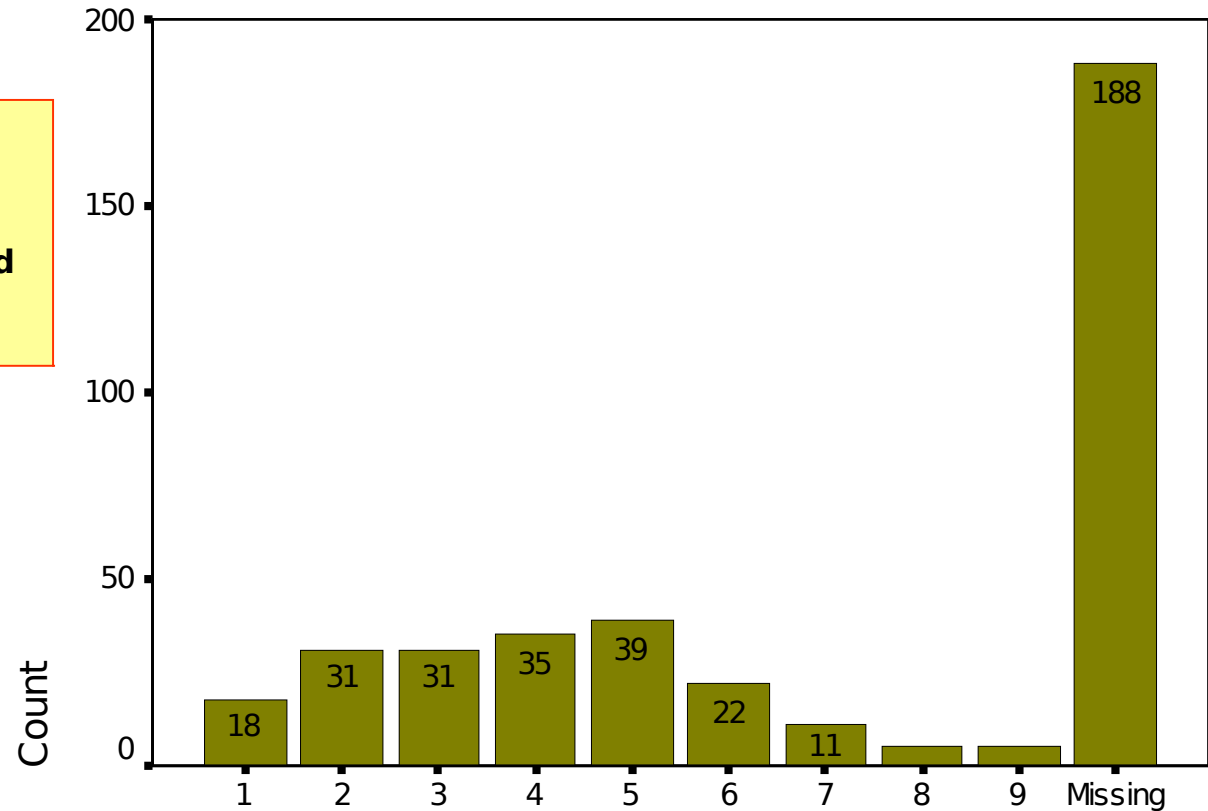


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## Order Of Selection

- **MPs had relatively high rates of selection for second and third choices.**
- **1/3 of the first and second choice were non-white cadets.**



Military Police

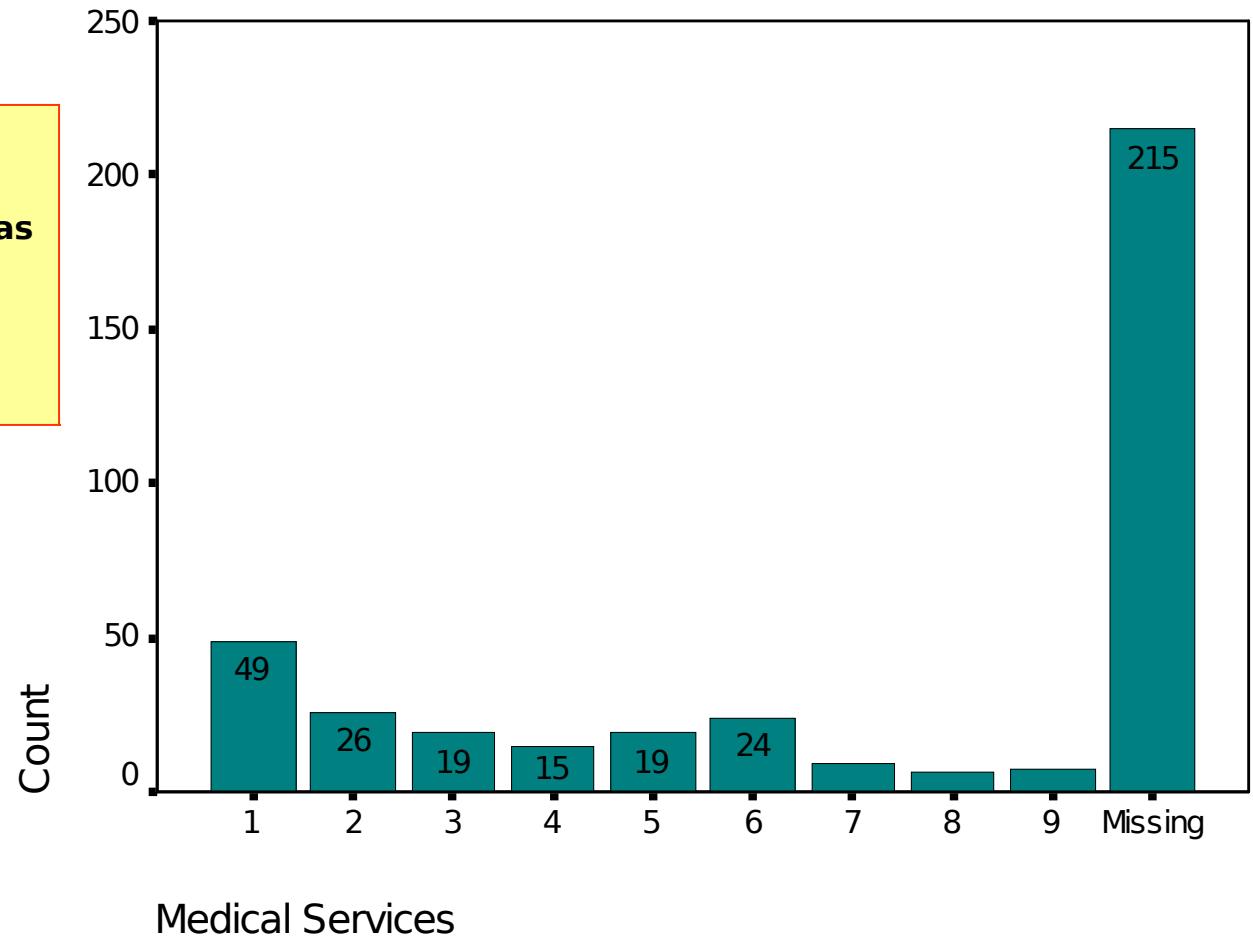


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## Order Of Selection

- **Medical Services had peaked on first choice.**
- **215 did not consider MS as an option.**
- **Nearly half of the first choice were non-white cadets.**

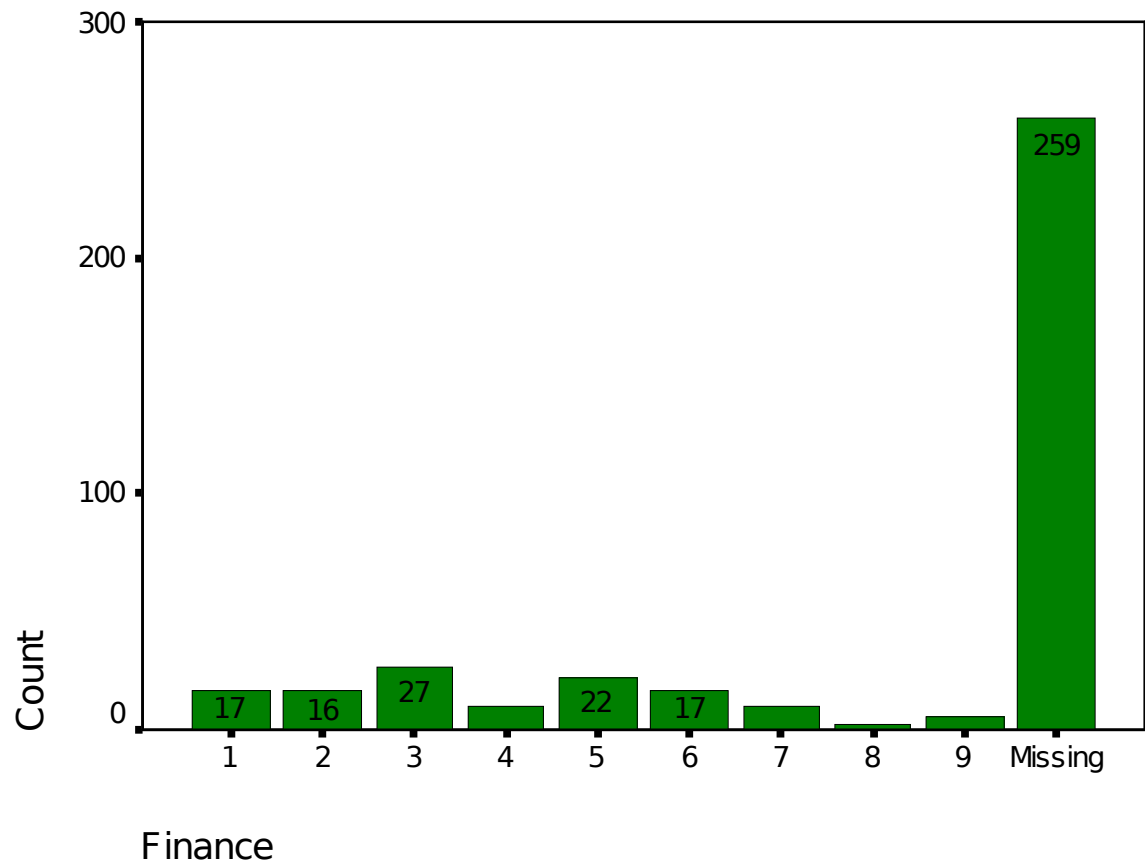


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## Order Of Selection

- Finance was not a popular choice.
- 259 did not consider FI as an option.
- More than half of the first choice were non-white cadets.

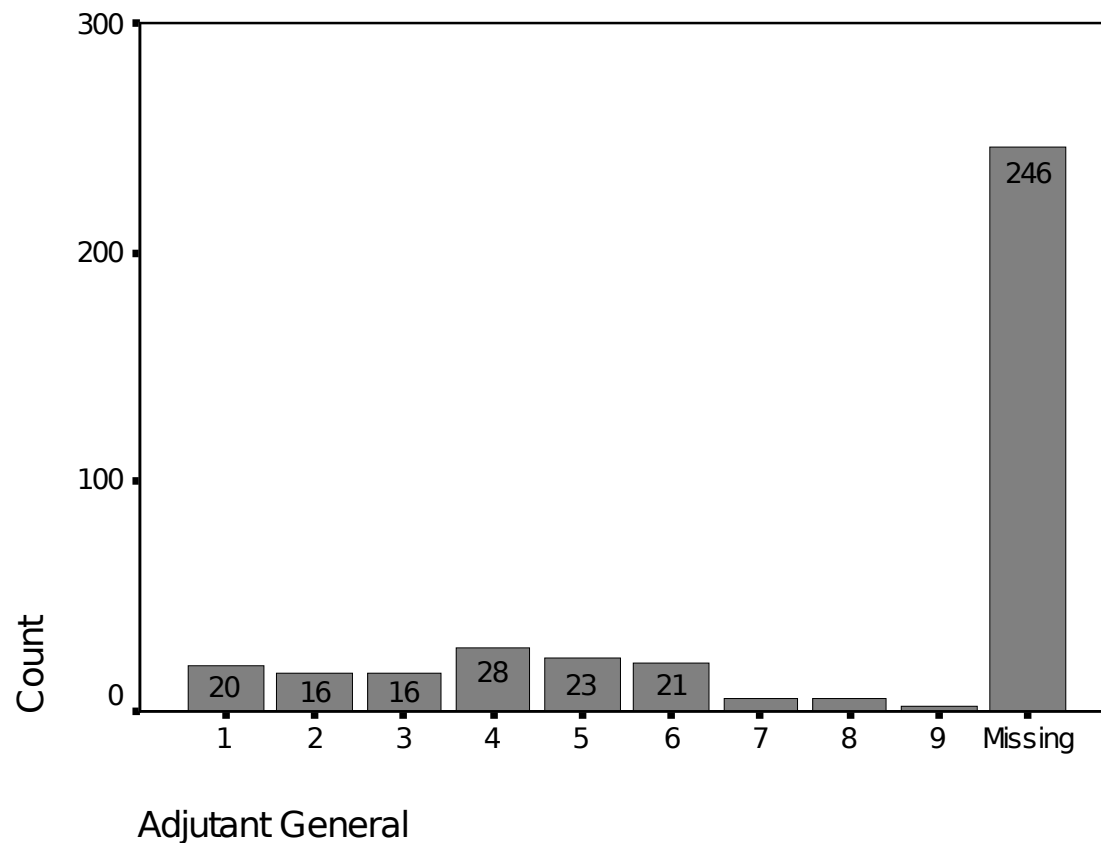


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## Order of Selection

- TC had low but steady interest throughout the choice order.
- 246 did not consider TC as an option.
- Nearly half of the first choice were non-white cadets.

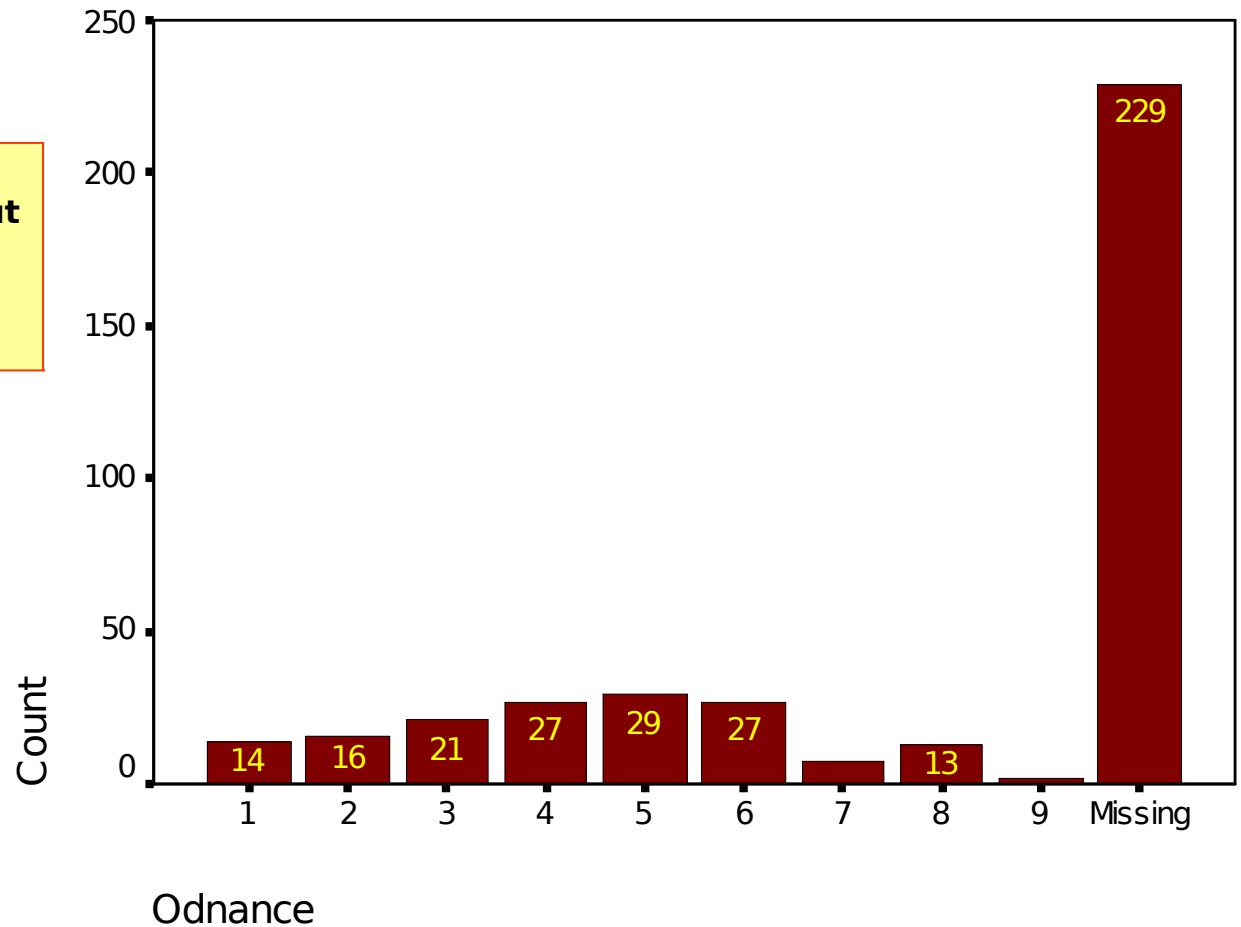


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## Order of Selection

- OD had low first and second choice interest, but higher at choices 3-6.
- 8 of the first choice were non-white cadets.



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# Branch Choice Issues

- ★ **Several branches have very low appeal generally.**
- ★ **Combat Arms branches are less likely to appeal to minority cadets, and African-Americans particularly.**
- ★ **Branches with low choice rates include Chemical, Finance, ADA, Field Artillery, and AG.**
- ★ **Some CS/CSS branches have large appeal to minority cadets, while others do not.**



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# The Reasons for Branch Choice

- ★ **Results of the survey show that there still exists strong differences in branch choice between ethnic groups; and**
- ★ **The reasons for branch selection vary greatly by ethnicity.**
- ★ **The reasons for branch selection included:**
  - ➡ **1 Promotion opportunities.**
  - **2 Different assignments and jobs available within the branch.**
  - **3 Developing technical skills that are useful in future civilian occupation.**
  - **4 Developing leadership skills that are useful in civilian life.**
  - **5 The number of officers of my ethnicity at senior positions in the branch.**
  - **6 Adventure and fun in the job.**
  - **7 Assignment locations.**
  - **8 Management skills.**
  - **9 Lower Operational Tempo (OPTEMPO)/ less time away from home.**

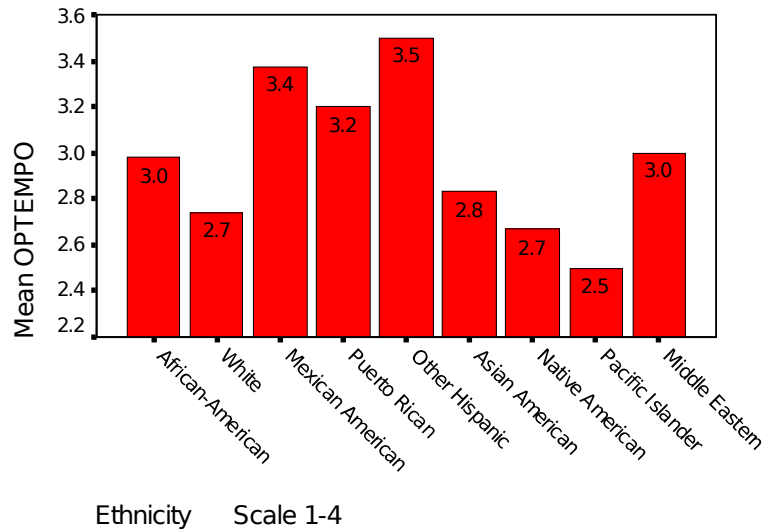


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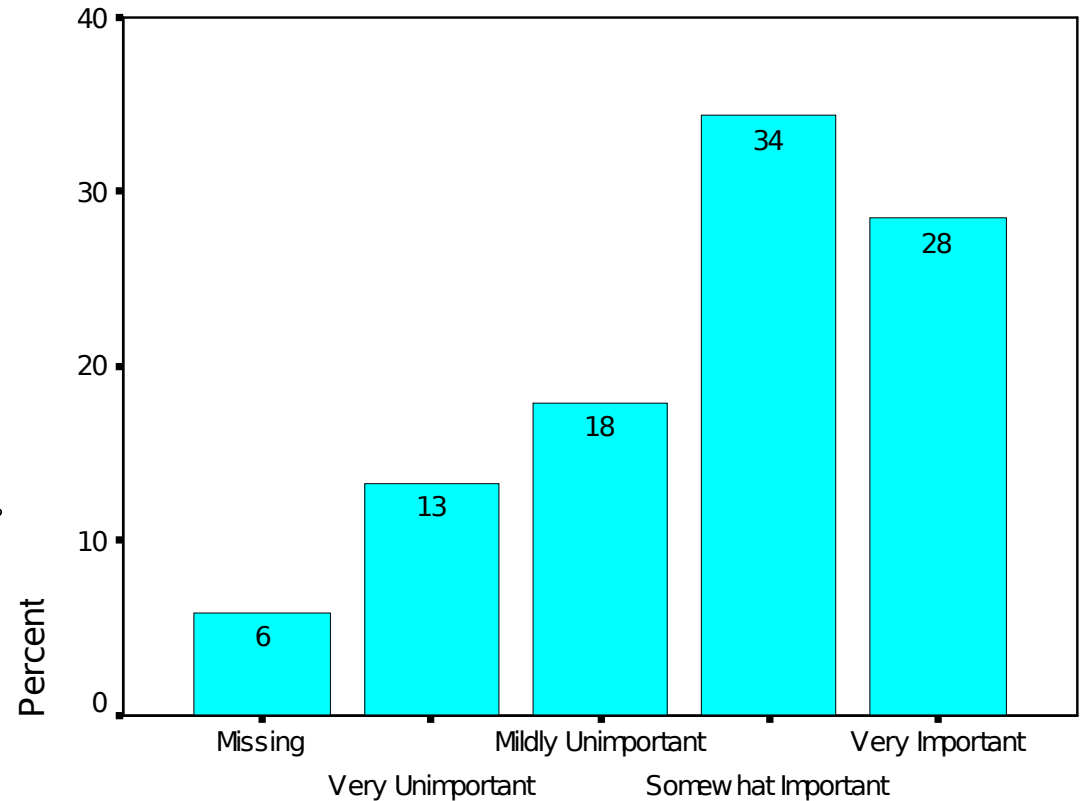


## OPTEMPO an Issue for Hispanics

Generally; Not an Issue for Whites



## OPTEMPO Impact on Branching

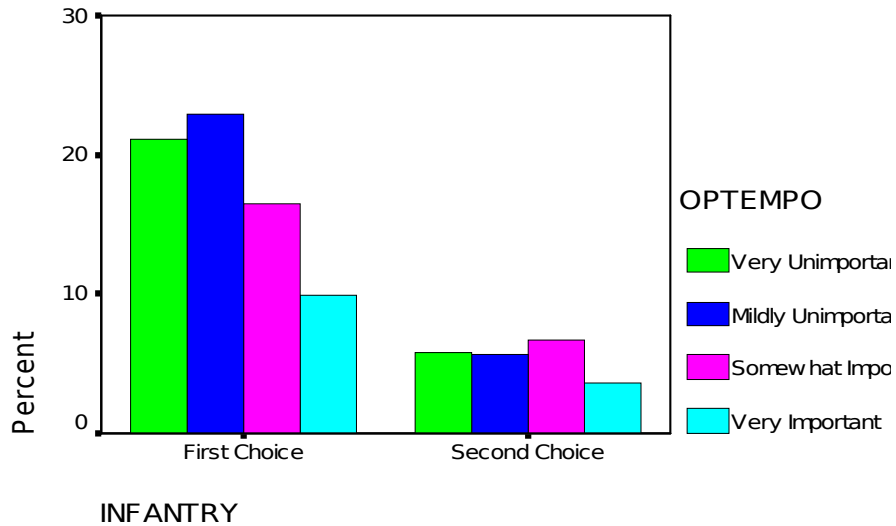


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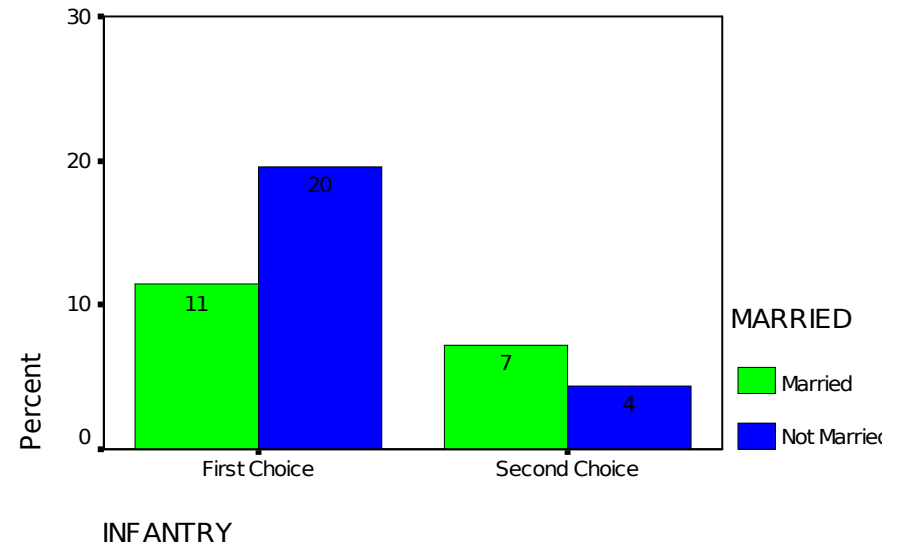


## Negative Relationship to OPTEMPO

### Concerns for Infantry First Choice



## Non-Married Cadets More Likely To Choose Infantry First

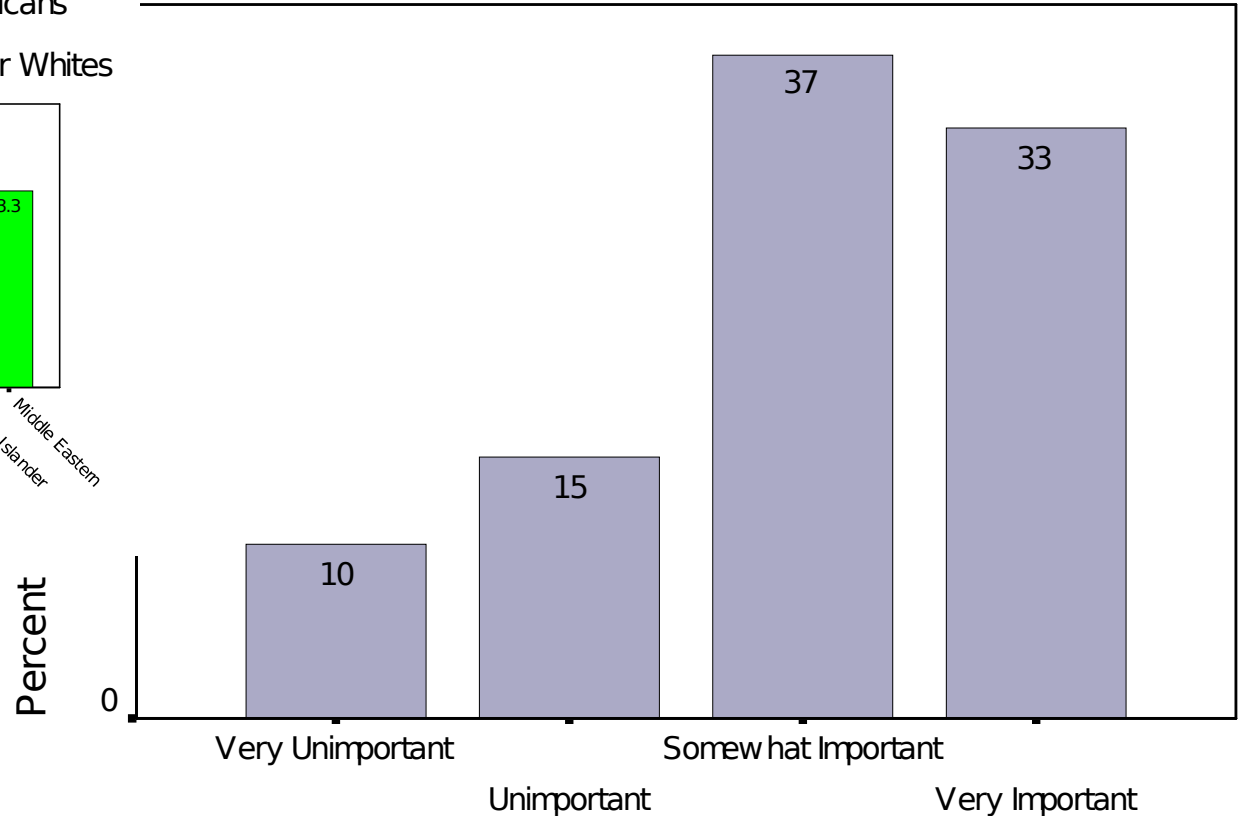
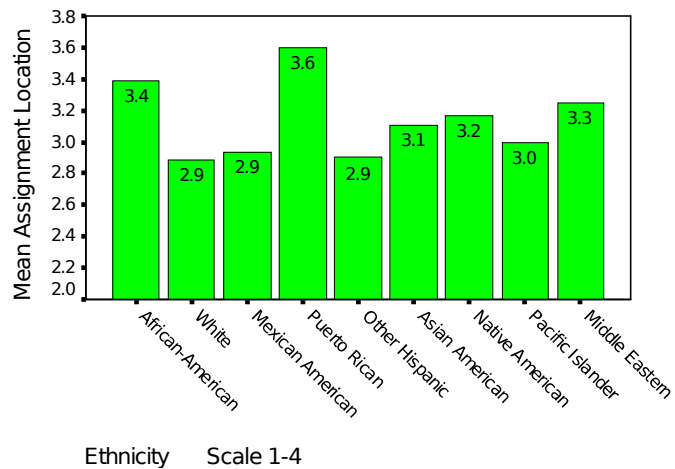


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# Assignment Location Importance

Location an Issue for African-Americans  
and Puerto Ricans; Not an Issue for Whites

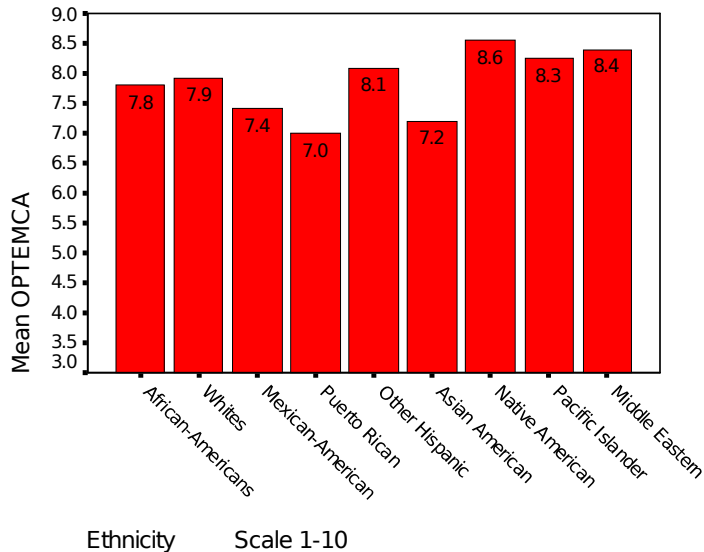


Assignment Location

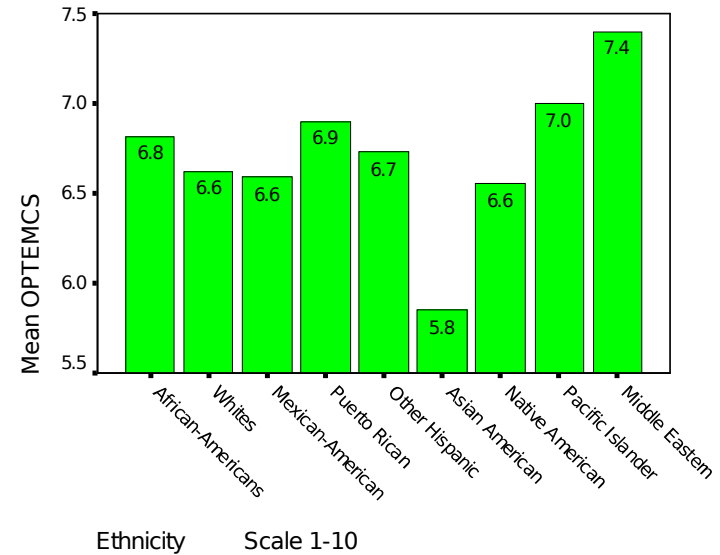
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Combat Arms OPTEMPO Perception

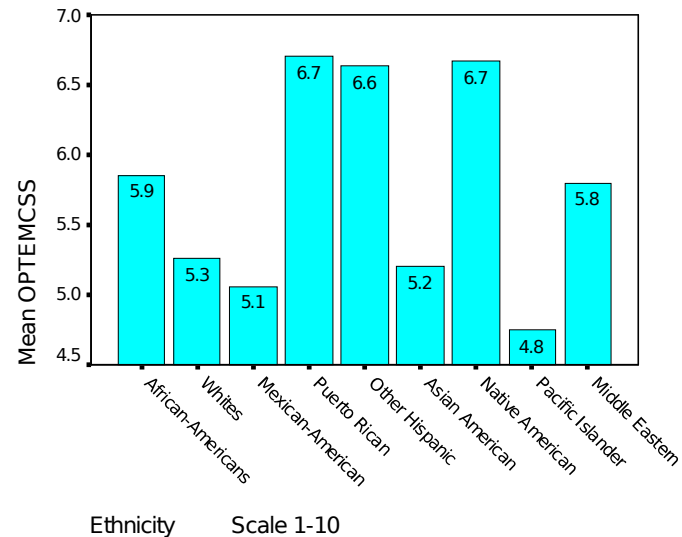


Combat Support OPTEMPO Perception



- Perception exists generally that Combat Arms OPTEMPO is much greater than Combat Support or Combat Service Support.
- Cadet opinion on the differences does not vary by ethnicity to any significant degree.

Combat Service Support OPTEMPO Perception



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# Why Cadets Choose Their Branch

Row %

		Promotion	Assignments	Technical Skills	Leadership Skills	Officers of Ethnicity
Ethnicity	African-American	8.0%	10.0%	40.0%	14.0%	2.0%
	White	5.4%	17.8%	19.3%	8.9%	.4%
	Mexican American	11.8%		58.8%		5.9%
	Puerto Rican	20.0%	10.0%	20.0%	10.0%	
	Other Hispanic	18.2%	9.1%	27.3%	18.2%	9.1%
	Asian American	10.0%	5.0%	25.0%	20.0%	5.0%
	Native American	11.1%	11.1%		22.2%	11.1%
	Pacific Islander		25.0%	50.0%	25.0%	
	Middle Eastern		20.0%	20.0%	40.0%	

Row %

		Adventure	Locations	Management	OPTEMPO
Ethnicity	African-American	12.0%	2.0%	6.0%	4.0%
	White	37.1%	4.6%	.8%	4.6%
	Mexican American	11.8%	5.9%		5.9%
	Puerto Rican	30.0%			10.0%
	Other Hispanic			18.2%	
	Asian American	30.0%			5.0%
	Native American	33.3%	11.1%		
	Pacific Islander				
	Middle Eastern			20.0%	

- White Cadets say that adventure is the primary reason for their decision.
- African-Americans and Mexican-Americans are drawn to technical skills of the branch.



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# Perceptions of Branches

- ★ **Perceptions of the quality of the branches were much the same by ethnic group.**
- ★ **African-Americans saw the same promotion potential and Leadership Development in Infantry as did whites.**
- ★ **The perception variables included:**
  - **CIVAR - Prepares for a successful civilian career**
  - **LDRPOT - Develops Leadership Potential**
  - **TECH - Provides technical skills useful as a civilian**
  - **PROM - Promotion Potential**
  - **ADVJOB - Adventure, fun and variety of assignments**
  - **MGTSK - Develops Management Skills**



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# Branch Profiles

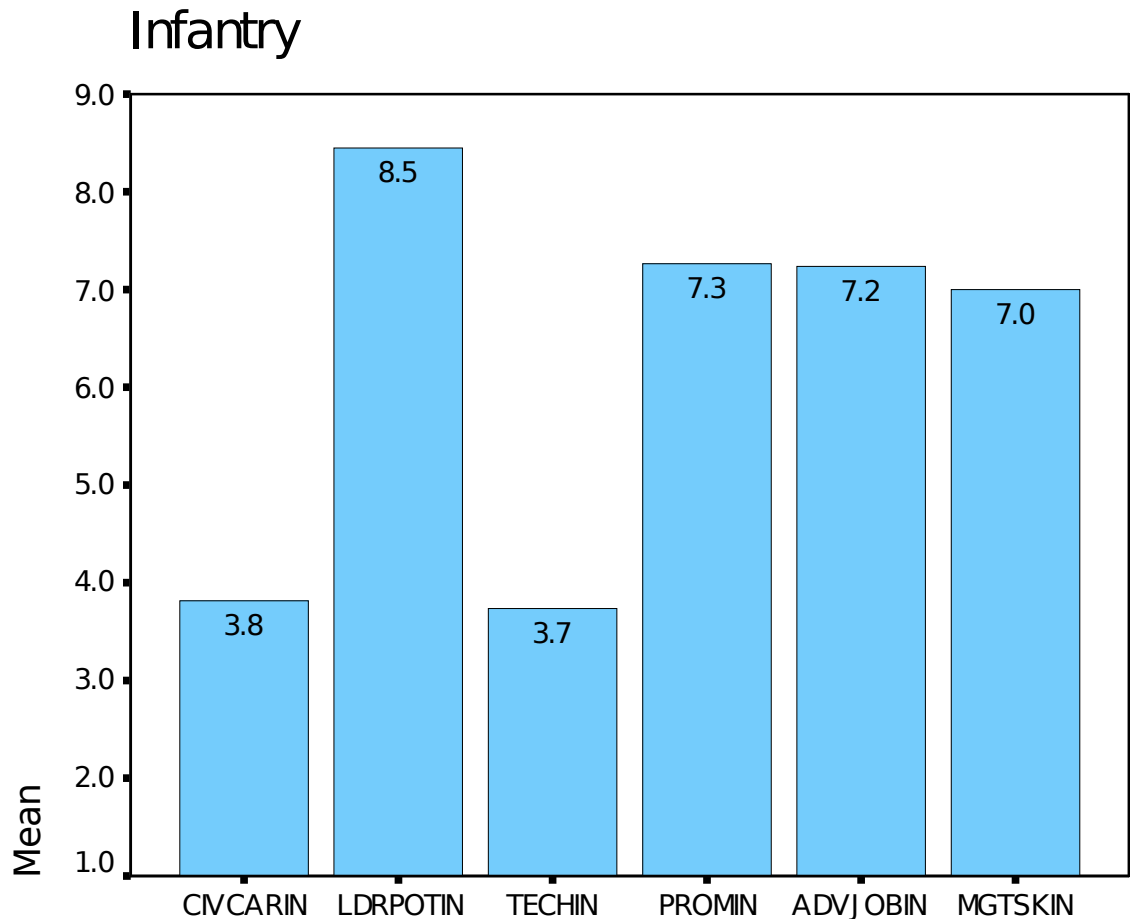
- ★ **The majority of branches appear to have strengths and weaknesses in the minds of cadets.**
- ★ **Some branches were lower in perception than others generally, including:**
  - ➡ **Chemical Corps**
  - **Quartermaster**
  - **Ordnance**
  - **Air Defense and Field Artillery**
- ★ **The greatest variance was in how cadets saw the leadership development, technical skills and civilian transfer.**



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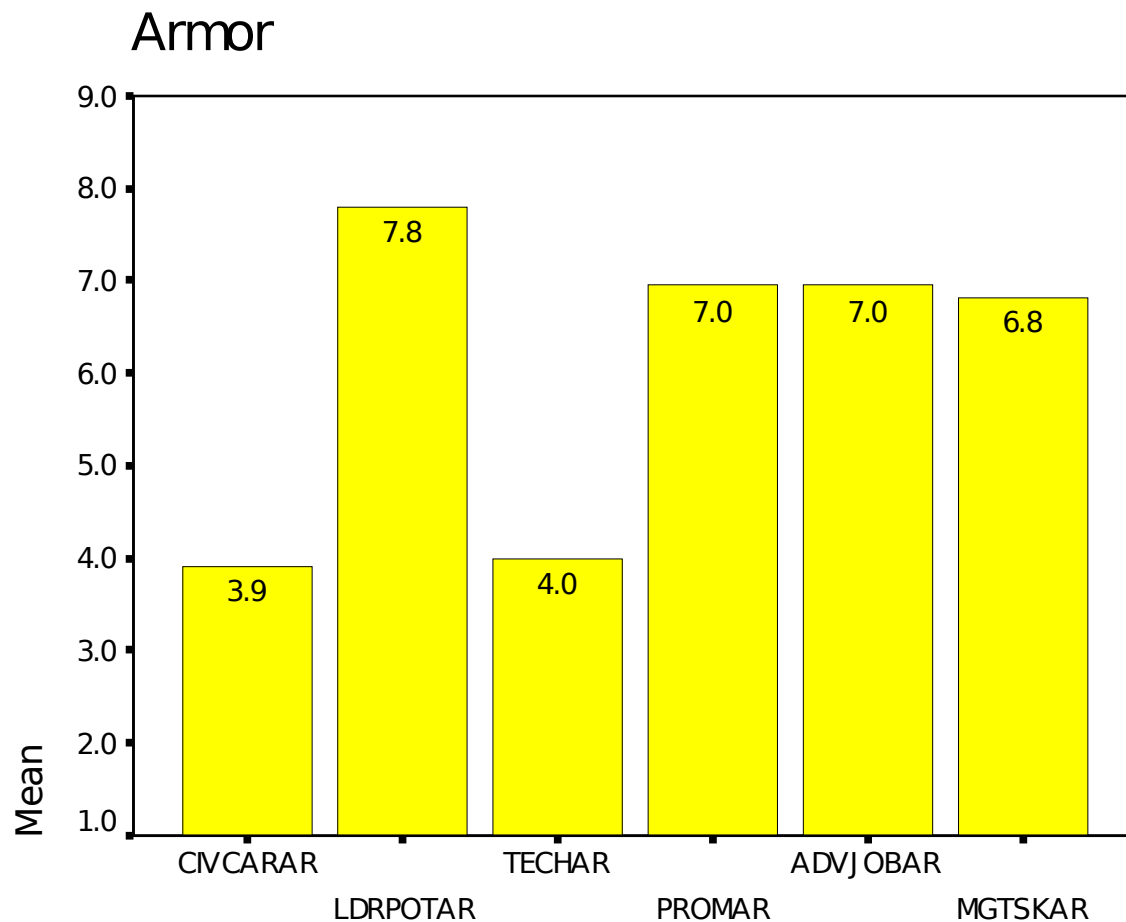
- **CIVAR** - Prepares for a successful civilian career
- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Leader Potential is by far the highest with Infantry. Civilian career issues are low.



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- **CIVAR** - Prepares for a successful civilian career
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- **TECH** - Provides technical skills useful as a civilian
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- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Technical skills increase slightly over Infantry but Leadership and promotion drop off.

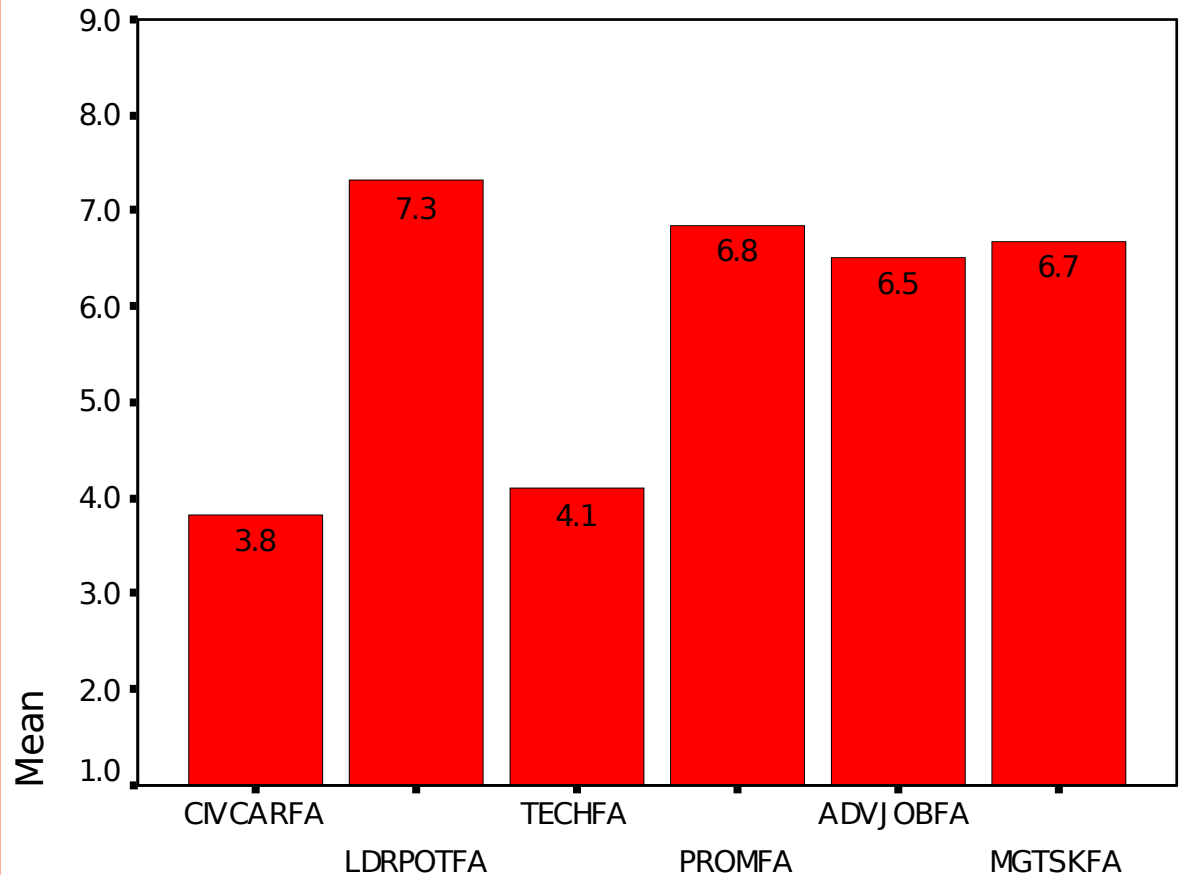


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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** FA is low civilian conversion, both in terms of future career and job skills. Promotion and Adventure are also down from Maneuver CA Branches.

## Field Artillery

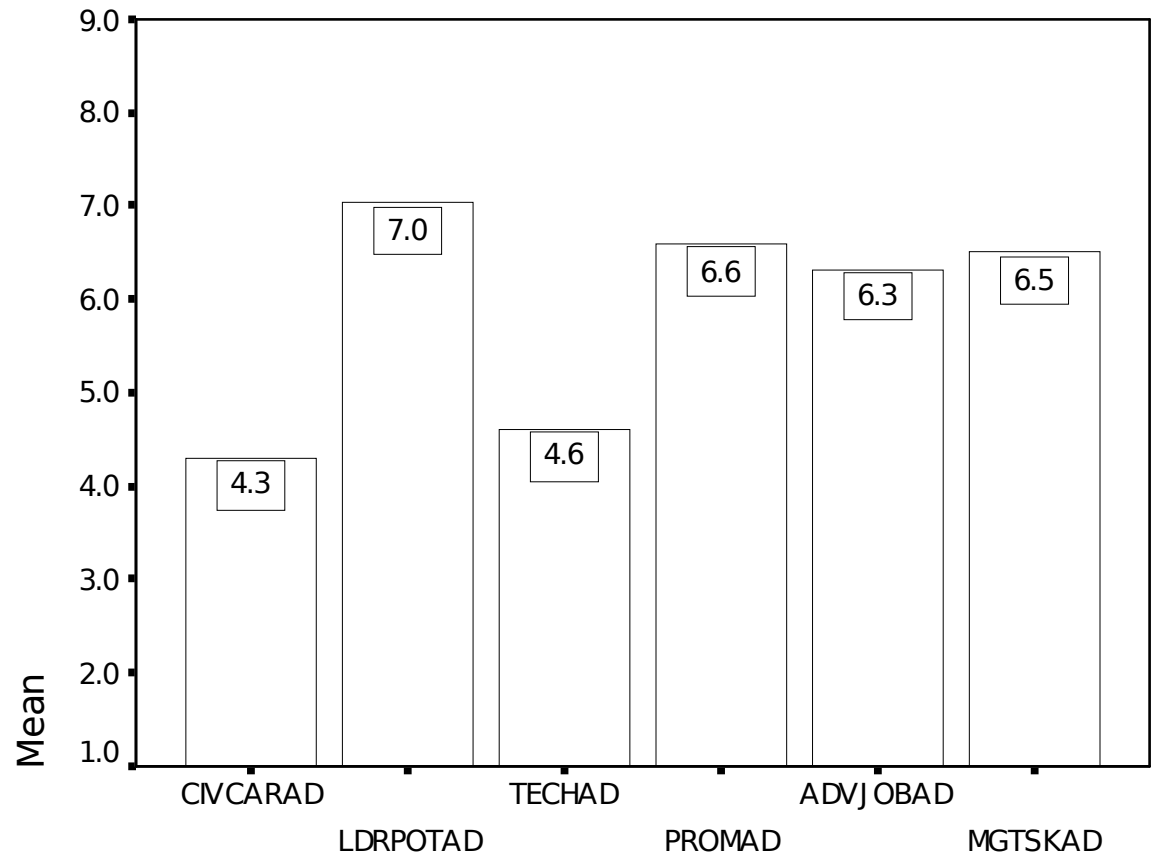


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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Technical skills increase over IN, AR and FA, but all other elements are lower.

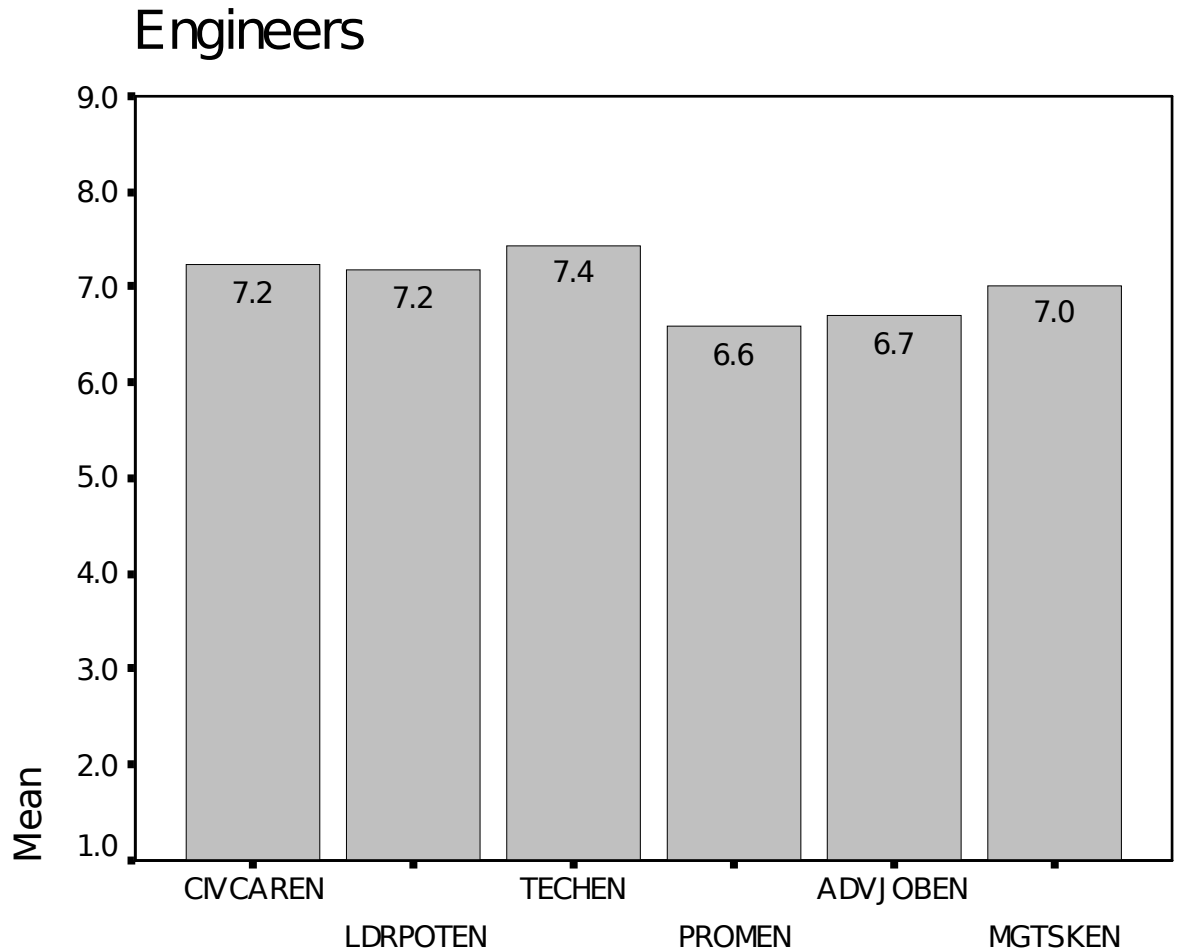
## Air Defense Artillery



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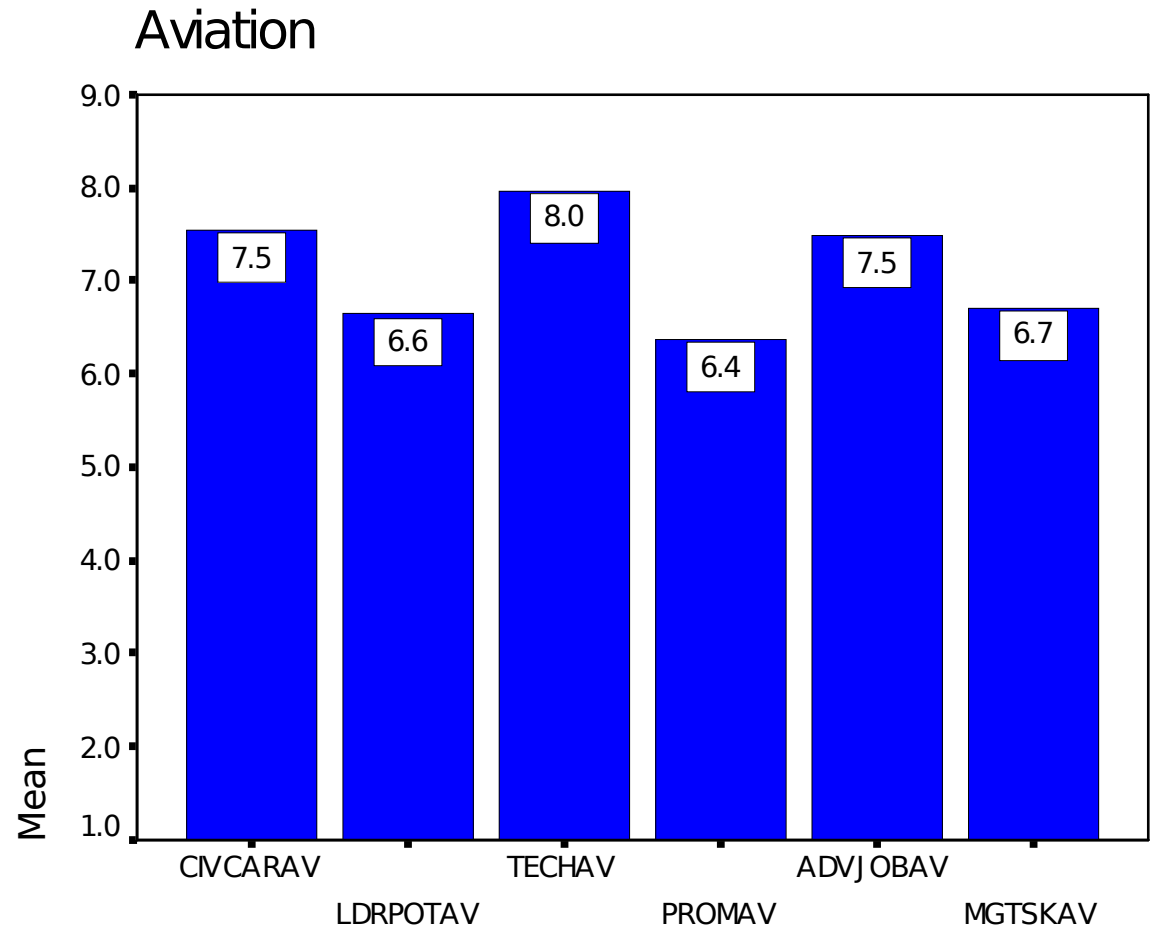
- **CIVAR** - Prepares for a successful civilian career
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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** The most consistently high of all CA.



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- **CIVAR** - Prepares for a successful civilian career
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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** The highest tech scores of all CA.

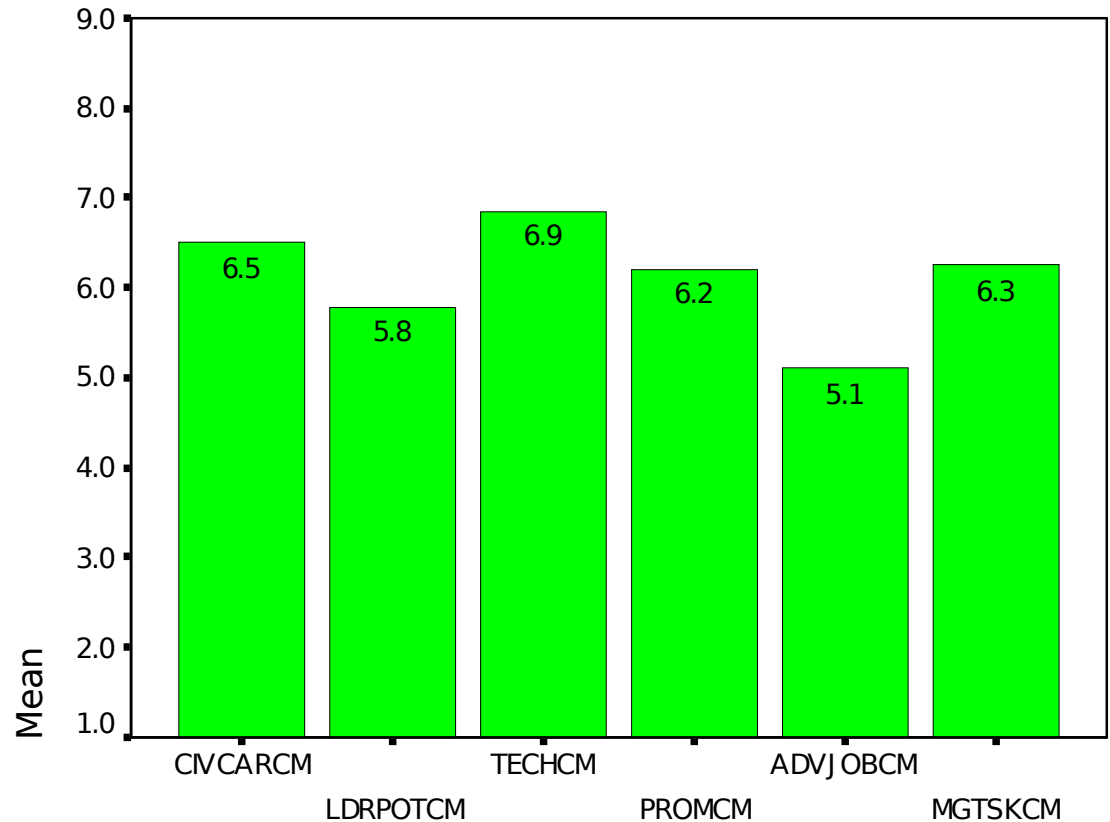


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- **CIVAR** - Prepares for a successful civilian career
- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Consistently lower evaluations than any other Combat Support branch.

## Chemical Corps

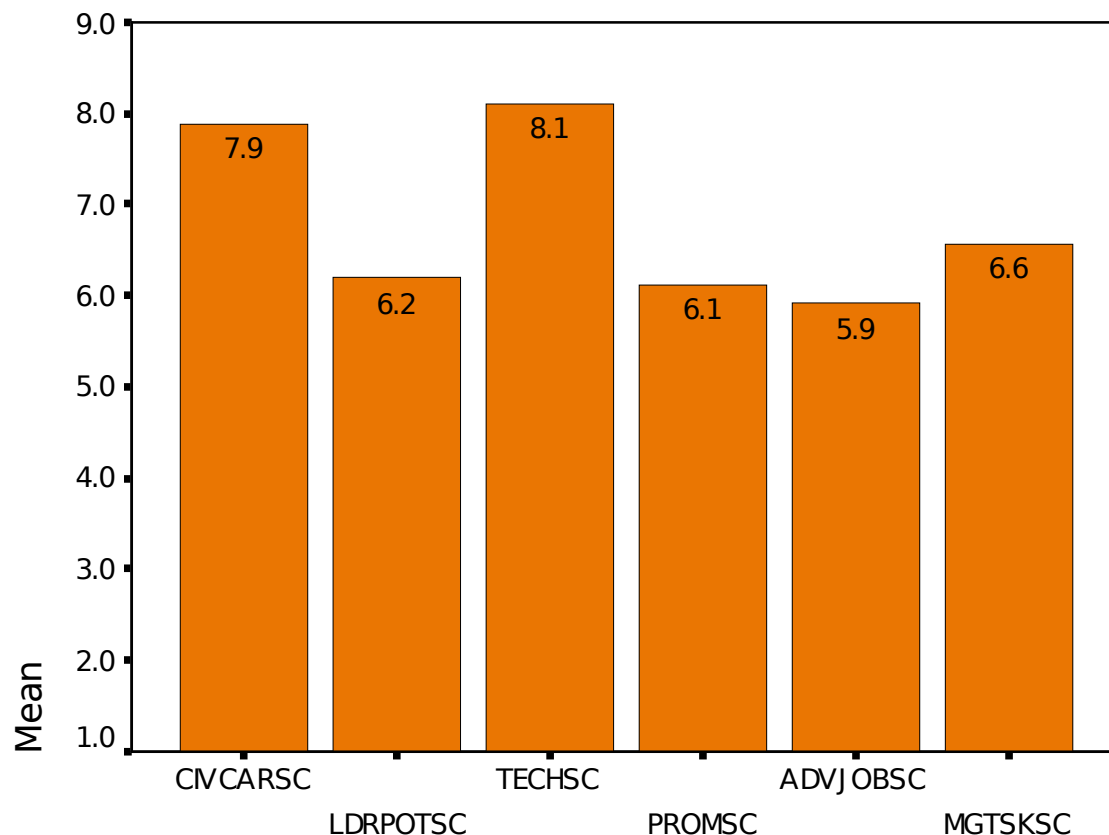


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- **CIVAR** - Prepares for a successful civilian career
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- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** High scores in civilian conversion lead to Signal being a high branch choice among African-Americans and others looking toward a future career after ADSO or retirement.

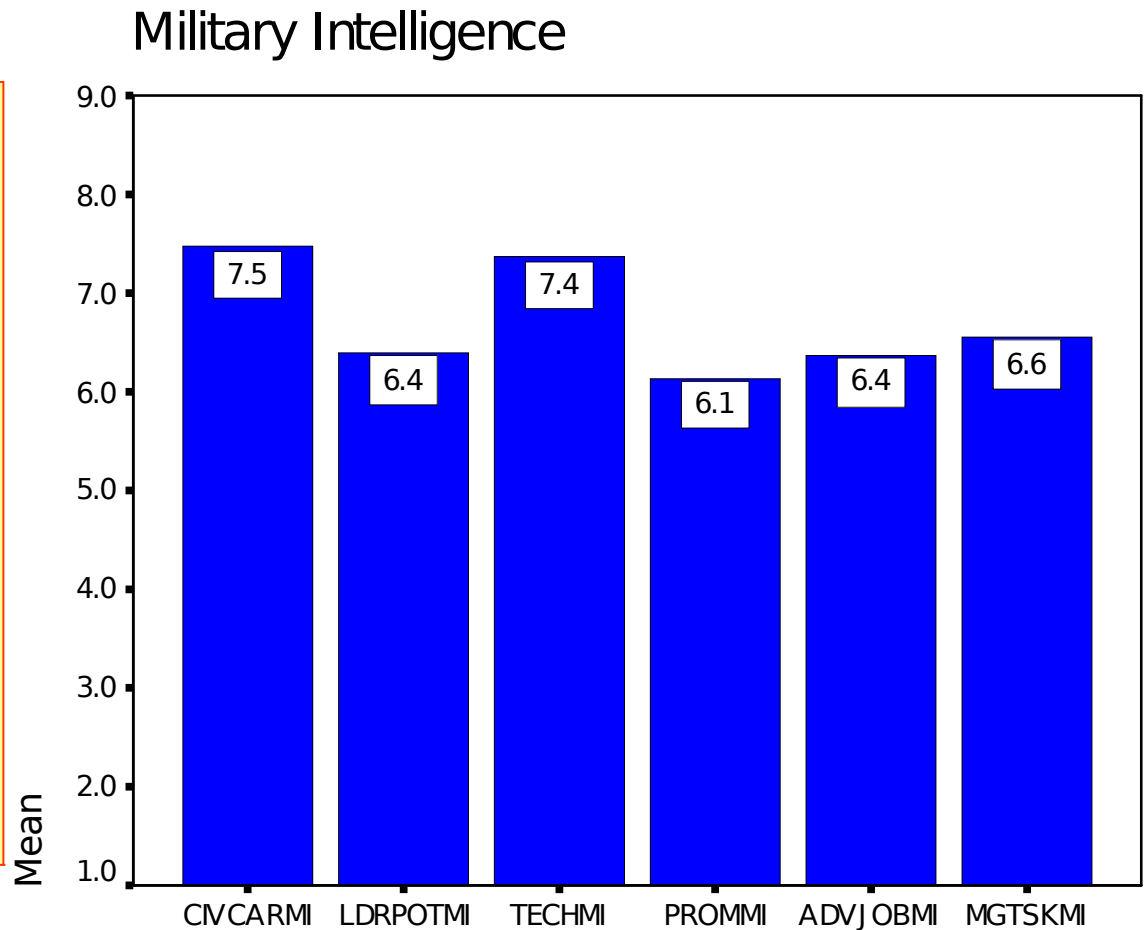
## Signal Corps



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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** High scores in civilian conversion and elevated adventure ratings make MI very attractive.

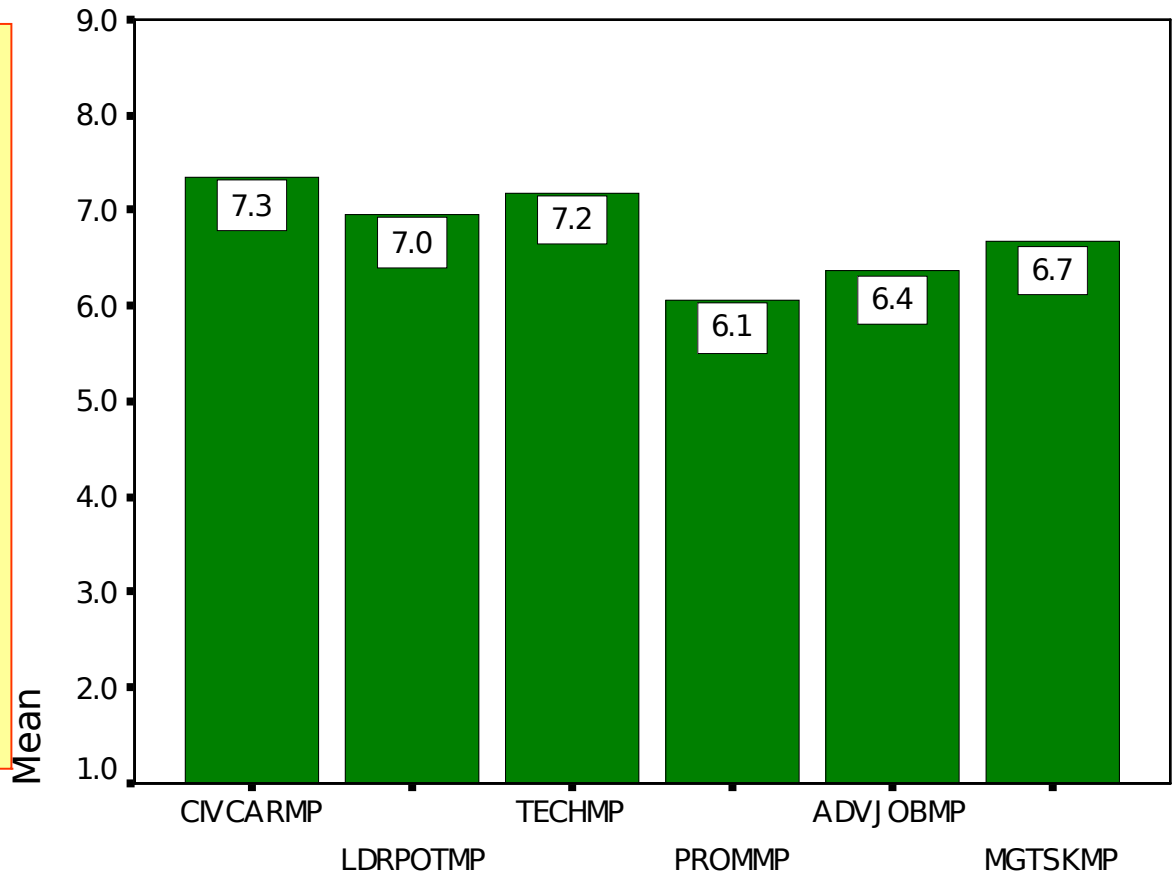


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## Military Police

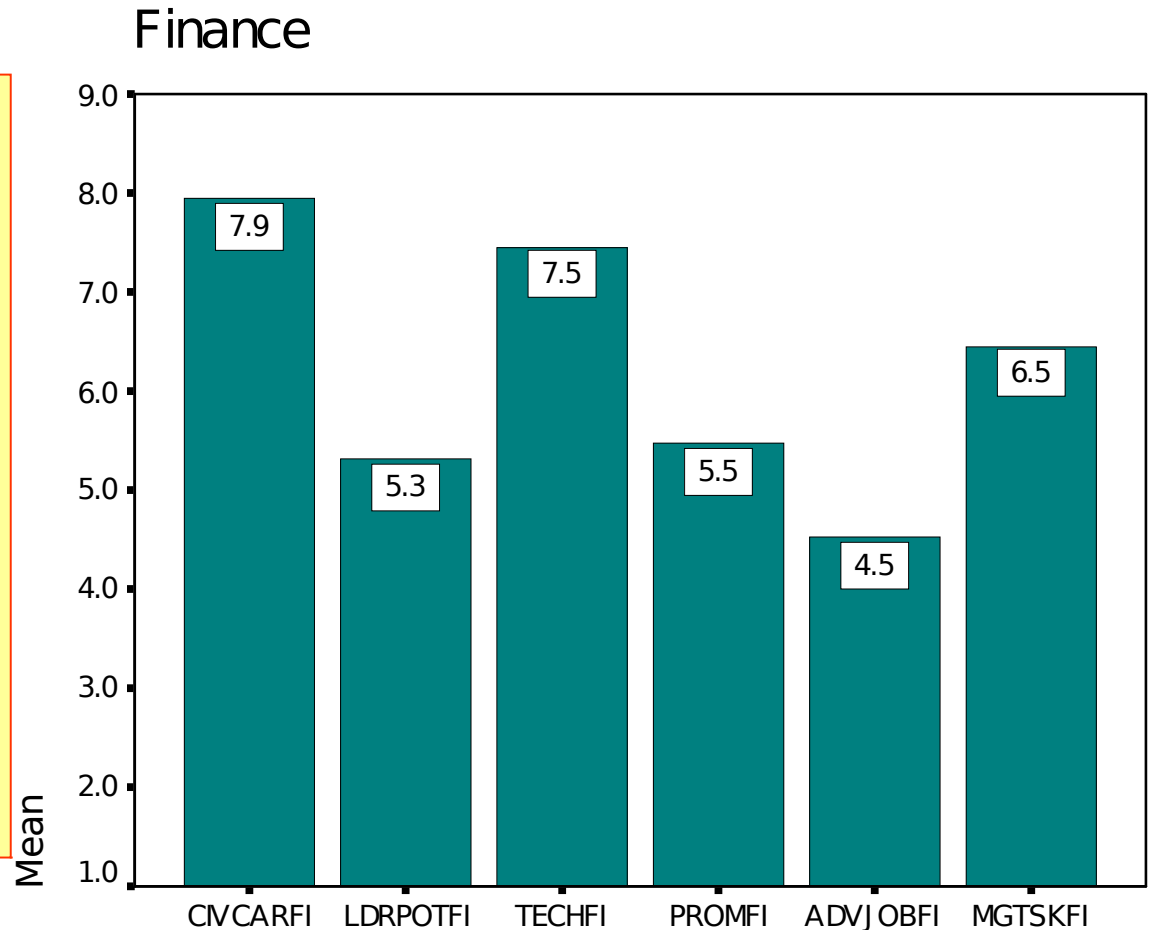
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- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Very similar to MI in scores, therefore very attractive.



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- **CIVAR** - Prepares for a successful civilian career
- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** High civilian career conversion scores, but low adventure/job assignment.

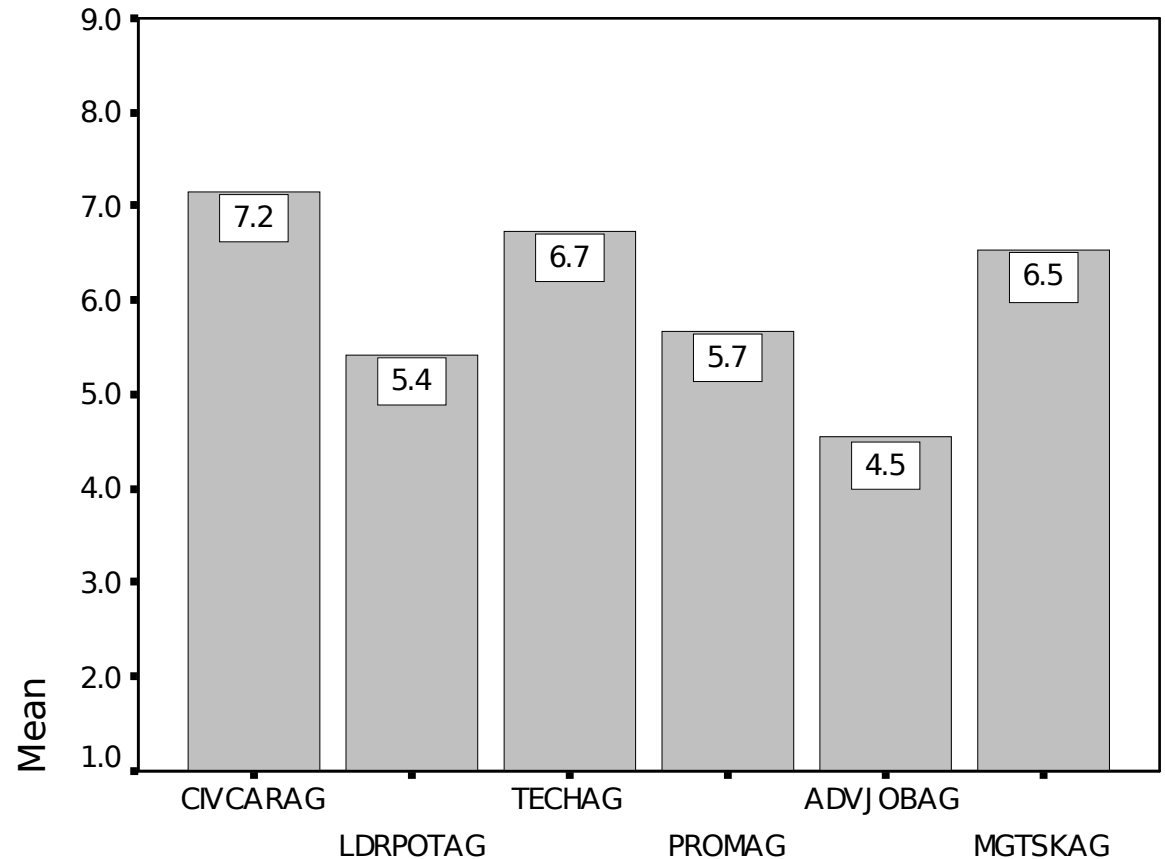


***U.S. Army Cadet Command***



- **CIVAR** - Prepares for a successful civilian career
- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Lower civilian career conversion scores than FI but significantly higher than Chemical or CA branches.

## Adjutant General

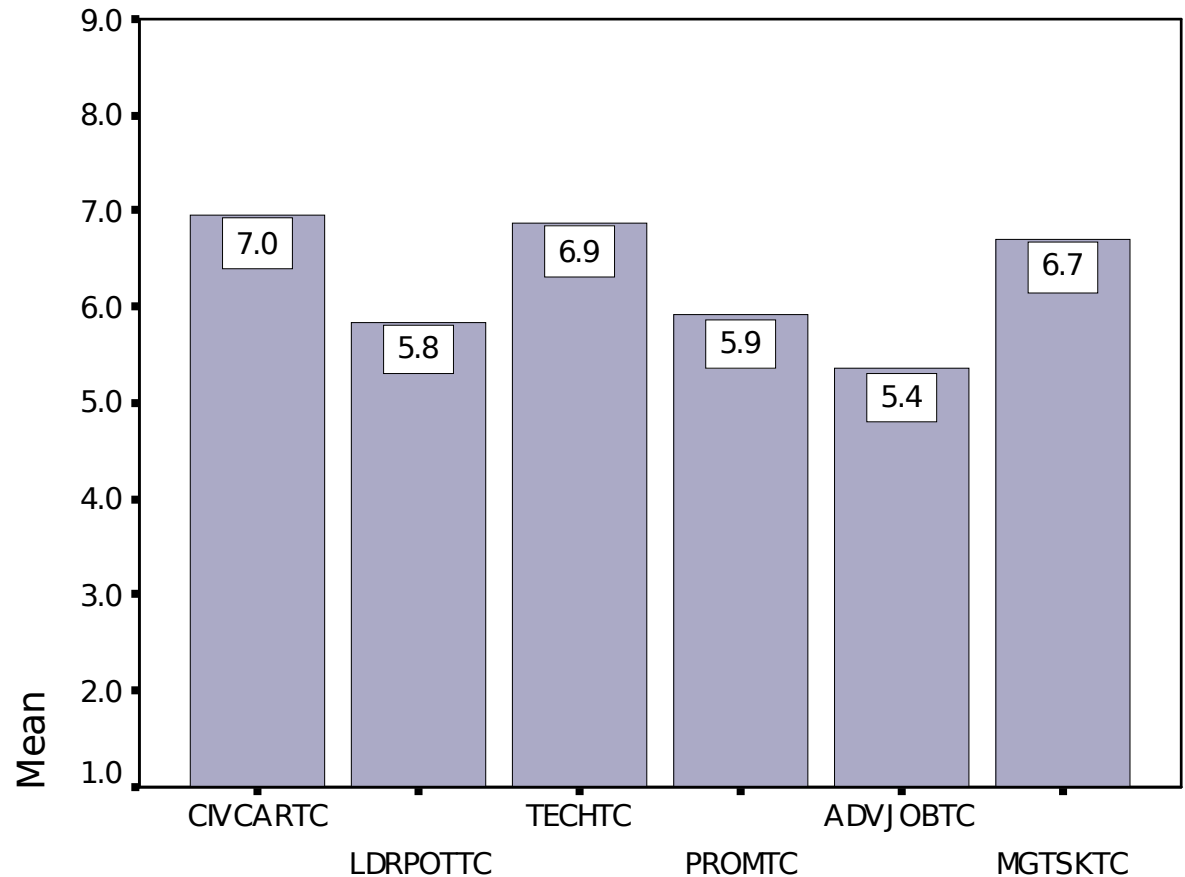


***U.S. Army Cadet Command***



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- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Consistent high scores for this CSS branch.

## Transportation Corps

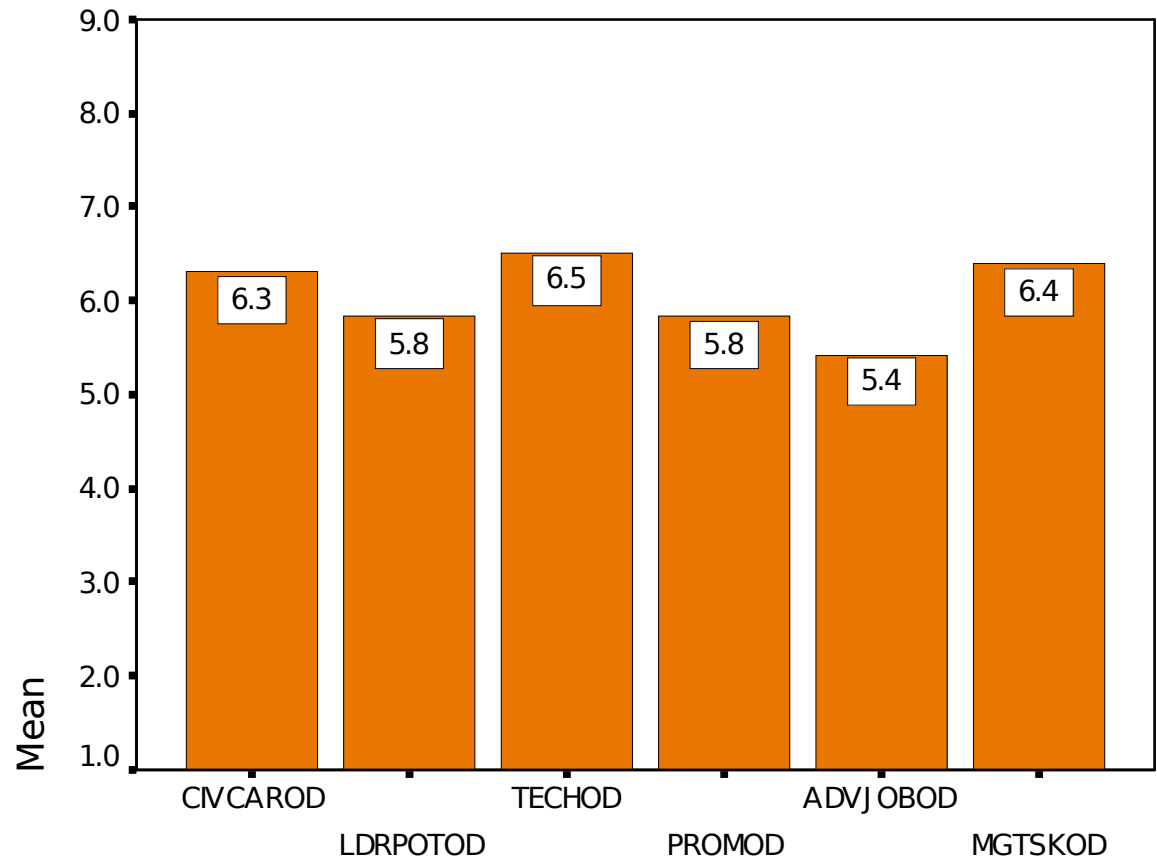


***U.S. Army Cadet Command***



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- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Lower than expected scores for civilian career conversion, but slightly higher than FI or AG in adventure/job assignment.

## Ordinance

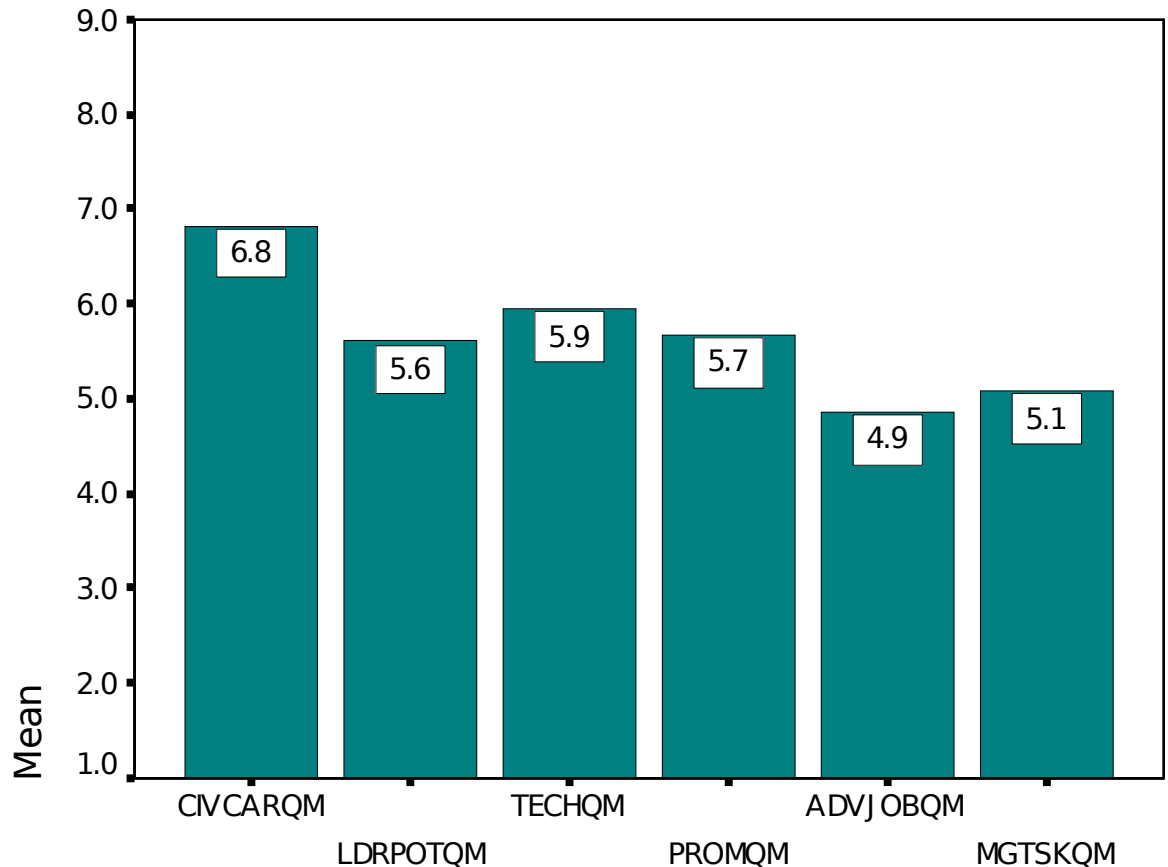


***U.S. Army Cadet Command***



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- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** A weaker set of scores than any but Ordnance. Only slightly higher conversion to civilian career.

## Quartermaster

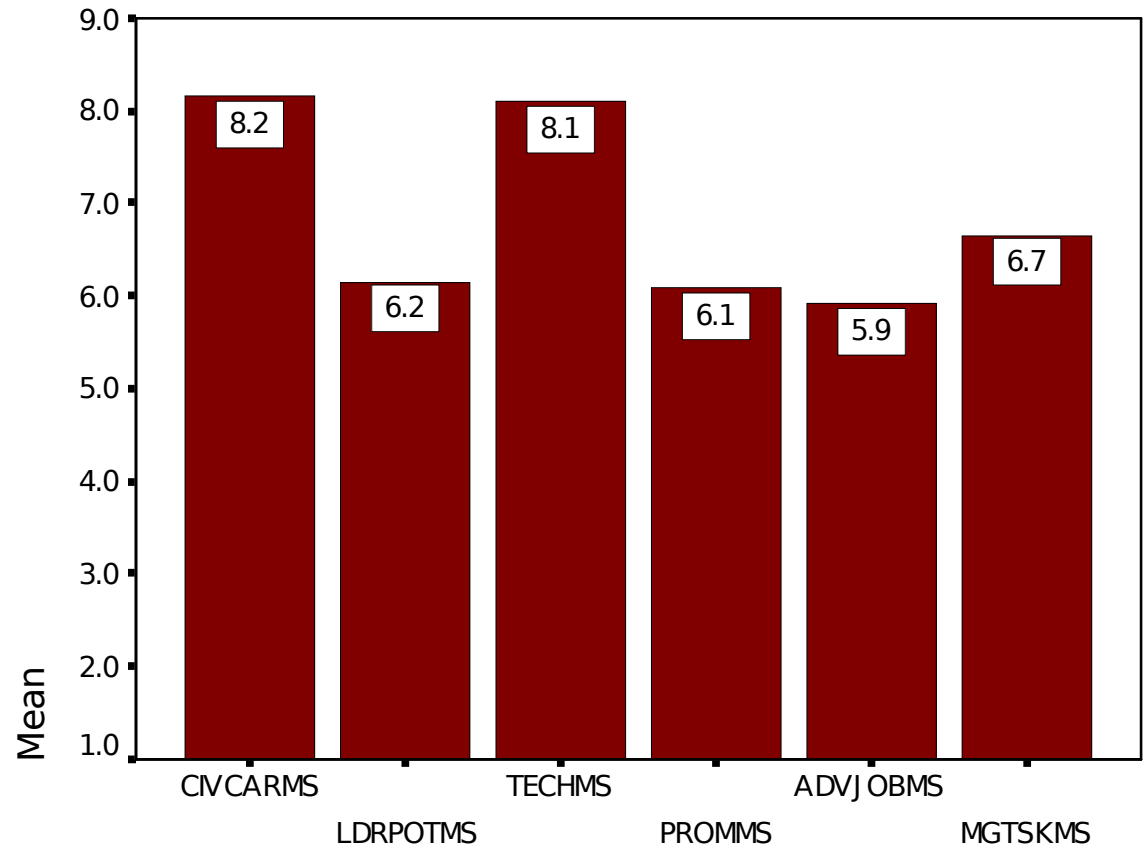


***U.S. Army Cadet Command***



- **CIVAR** - Prepares for a successful civilian career
- **LDRPOT** - Develops Leadership Potential
- **TECH** - Provides technical skills useful as a civilian
- **PROM** - Promotion Potential
- **ADVJOB** - Adventure, fun and variety of assignments
- **MGTSK** - Develops Management Skills
- **COMMENT:** Very high civilian conversion. Other scores are not high, making this branch attractive for those who choose based on civilian career primarily.

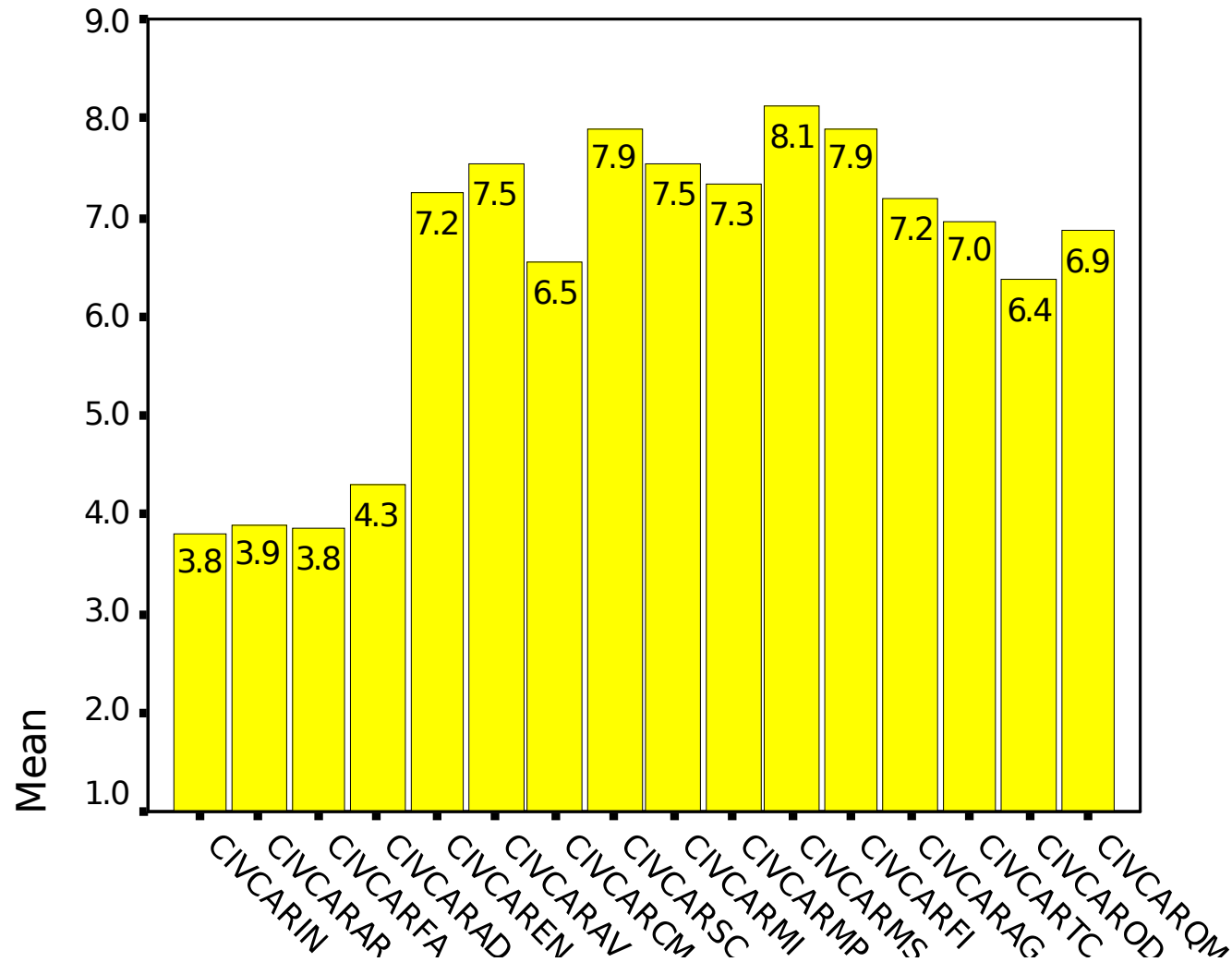
## Medical Services Corps



***U.S. Army Cadet Command***



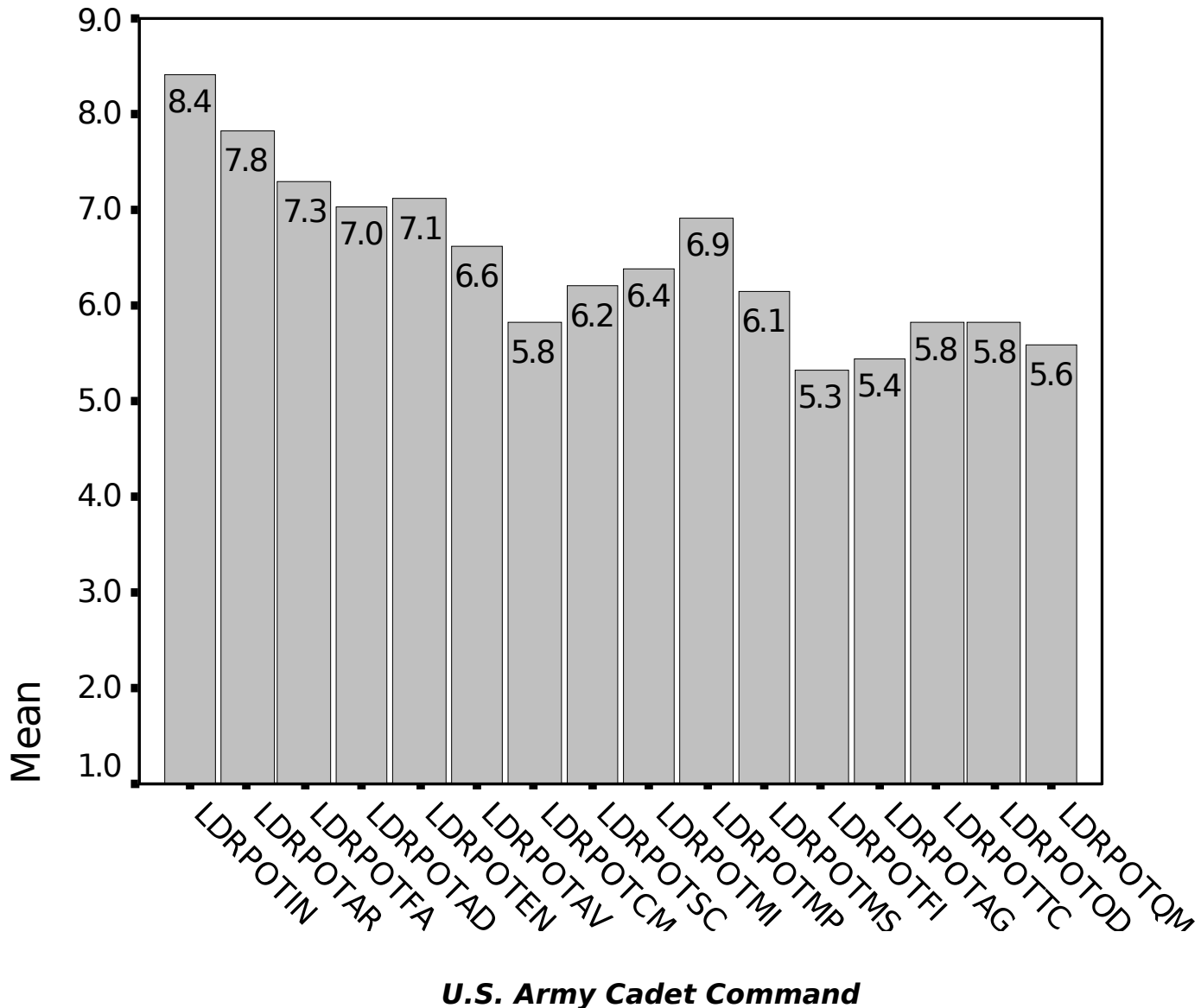
# Conversion to Civilian Career



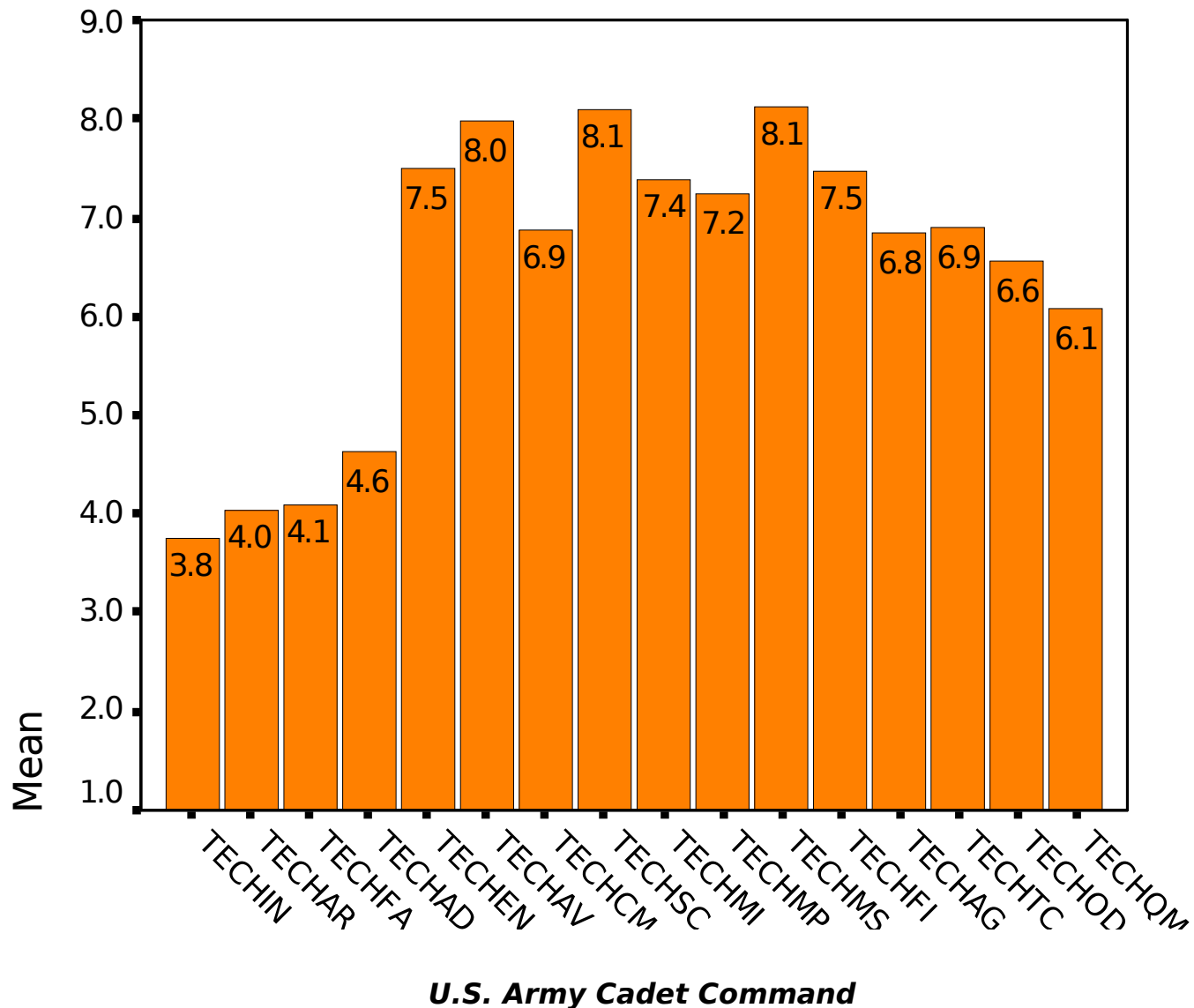
**U.S. Army Cadet Command**



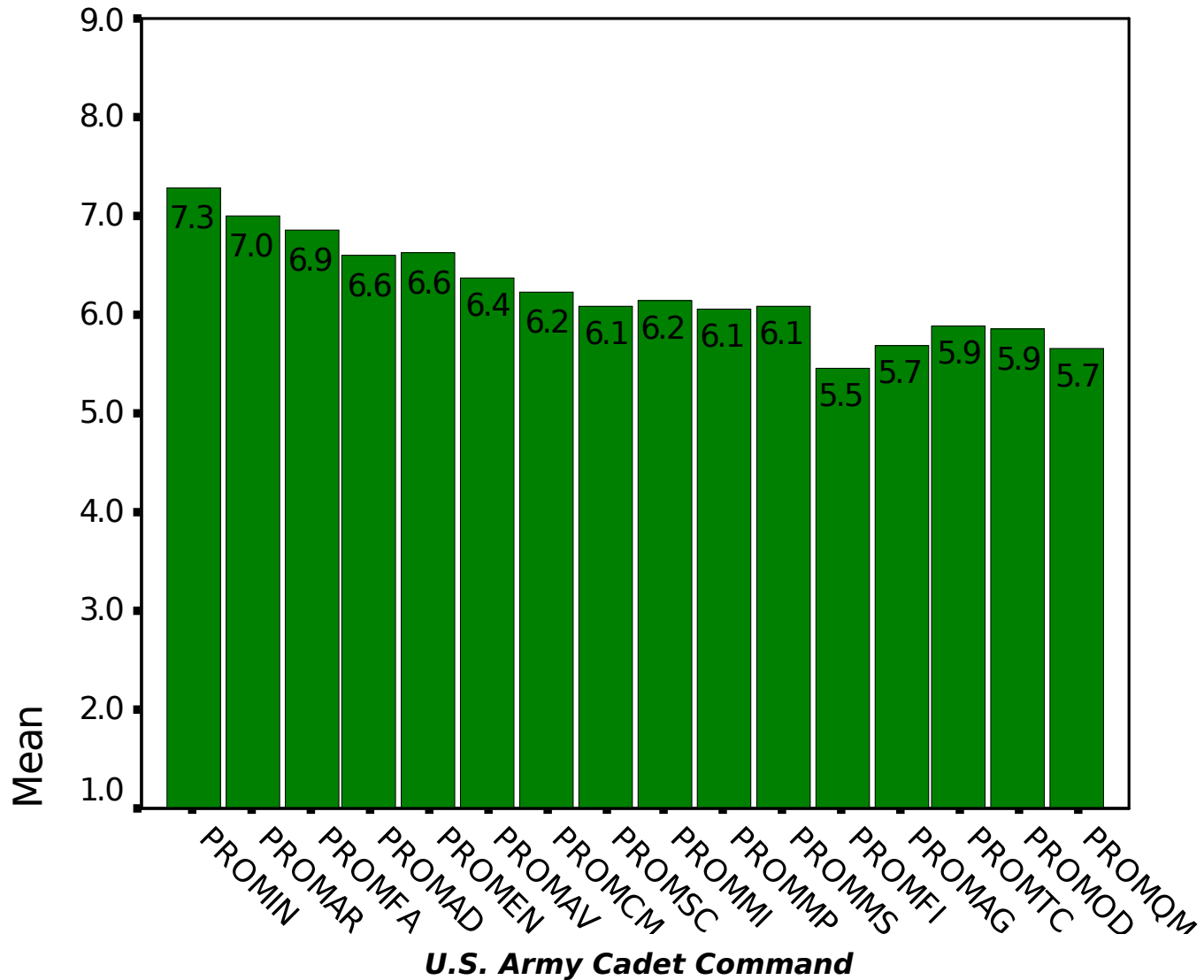
# Develops Leadership Potential



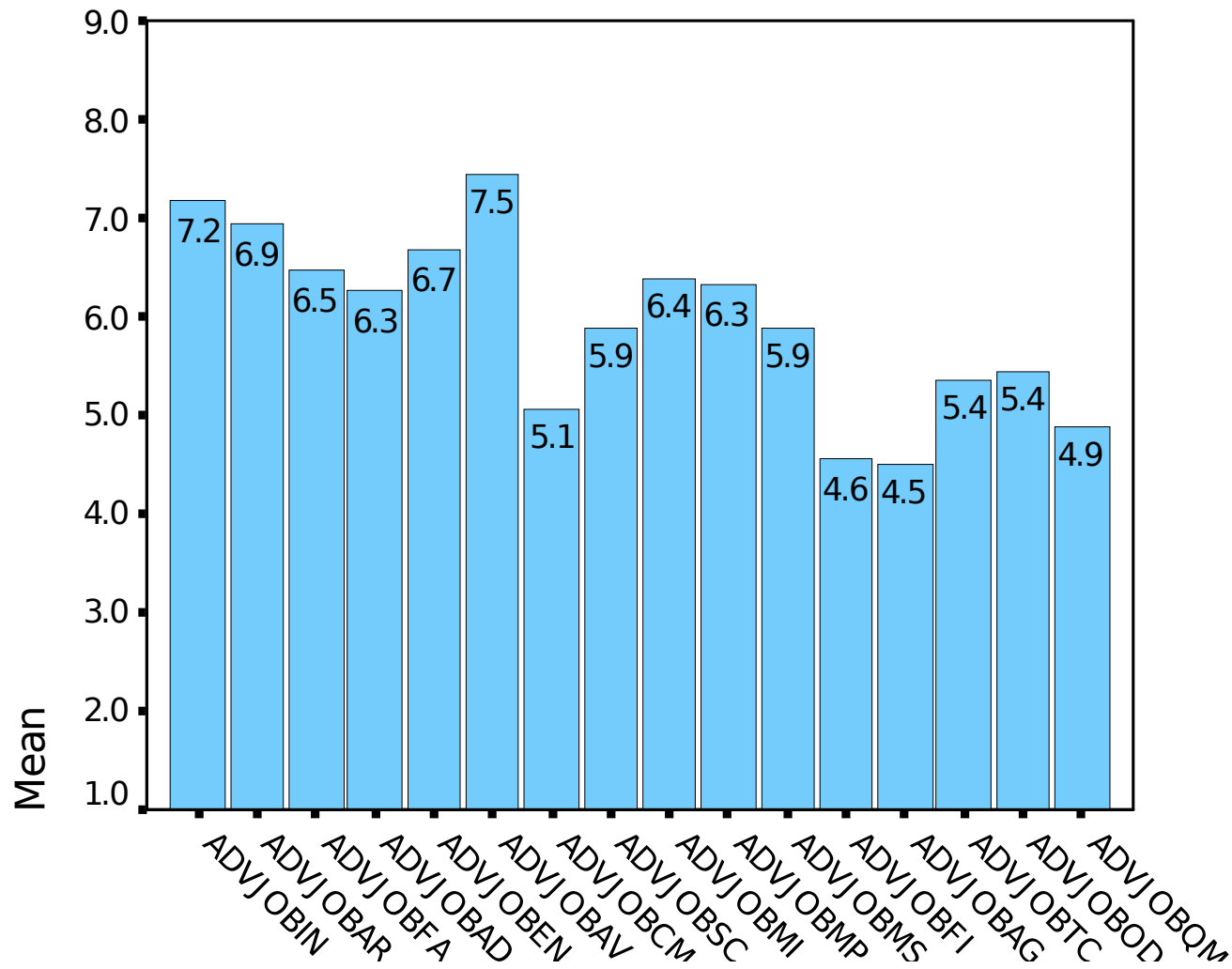
# Technical Skills For Civilian Career



# Promotion Potential



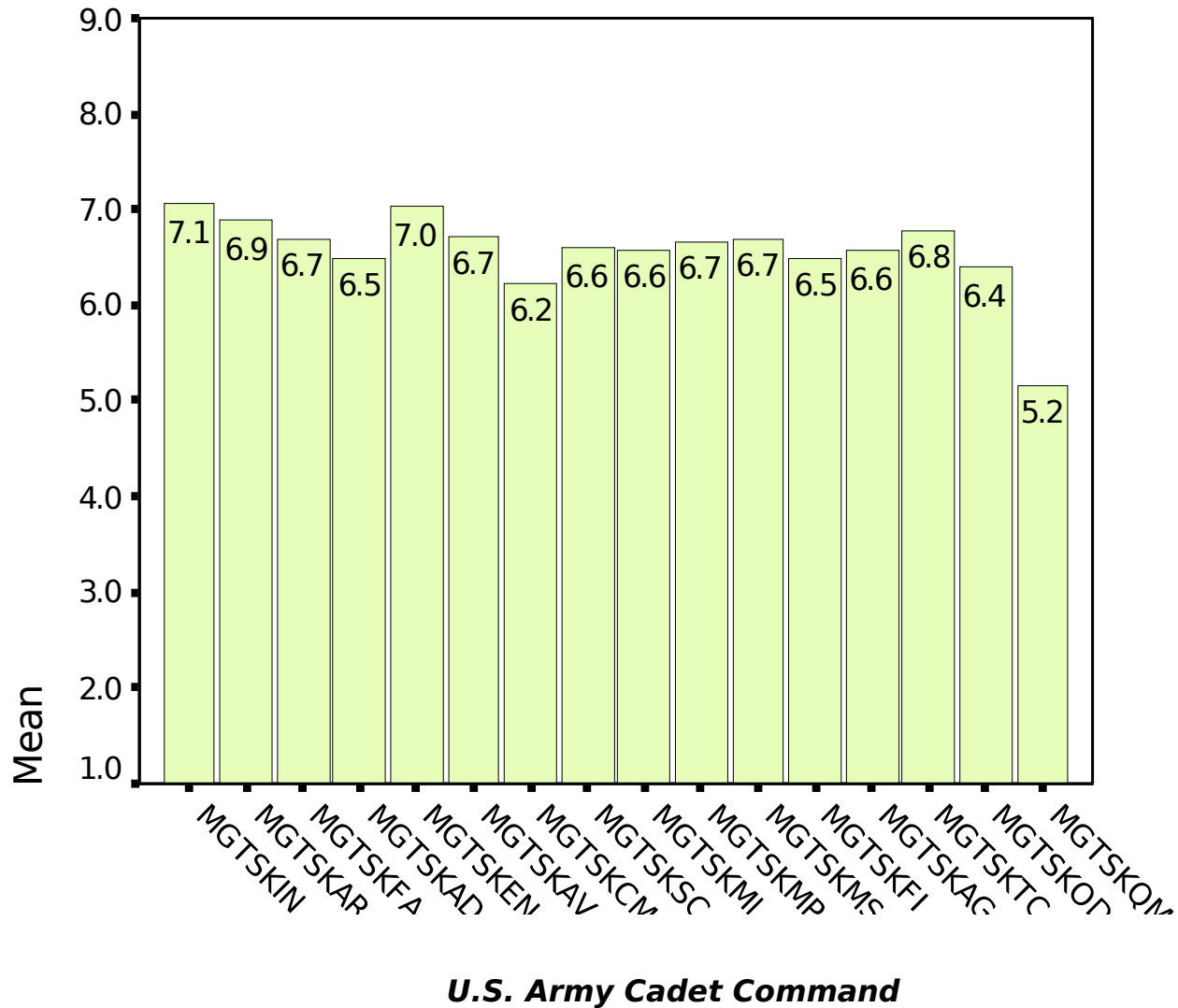
# Adventure, Fun & Variety Assignments



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# Develops Management Skills



# Branch Perceptions Summary

- ★ **Infantry, Armor, and to a lesser degree Field Artillery and ADA are rated high in Leadership Development, Promotion, and Adventure.**
- ★ **These same branches are lowest in transferable skills for a civilian career.**
- ★ **Management skills are a wash, with Quartermaster being the only branch rated low.**
- ★ **Cadets belonging to ethnic groups that place a high value on transferable civilian skills do not chose combat arms at a high rate.**
- ★ **Armor, Infantry, Aviation, and MI and have high appeal to white males.**



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# Ethnicity Interaction

- ★ **African-Americans and Mexican Americans place high value on job skills and technical aspects of a branch in their choices.**
- ★ **Leadership development is not seen by minority cadets generally, and particularly by African-Americans as a stepping stone to a civilian job.**
- ★ **Adventure and a fun job while an officer are the primary elements of the white male cadet decision to branch.**
- ★ **Hispanic cadets were not uniform in their reasons for branching decisions with Mexican American cadets reacting similarly to African-Americans, but differently than other Hispanics.**



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**The general population chose Adventure most frequently in their decision. However, these were predominantly white cadets.**

#### Locations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	375	96.2	96.2	96.2
	Most Important	15	3.8	3.8	100.0
	Total	390	100.0	100.0	

#### Adventure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	273	70.0	70.0	70.0
	Most Important	117	30.0	30.0	100.0
	Total	390	100.0	100.0	

#### Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	382	97.9	97.9	97.9
	Most Important	8	2.1	2.1	100.0
	Total	390	100.0	100.0	

#### OPTEMPO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	373	95.6	95.6	95.6
	Most Important	17	4.4	4.4	100.0
	Total	390	100.0	100.0	

#### Promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	363	93.1	93.1	93.1
	Most Important	27	6.9	6.9	100.0
	Total	390	100.0	100.0	

#### Assignments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	333	85.4	85.4	85.4
	Most Important	57	14.6	14.6	100.0
	Total	390	100.0	100.0	

#### Technical Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	296	75.9	75.9	75.9
	Most Important	94	24.1	24.1	100.0
	Total	390	100.0	100.0	

#### Leadership Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	345	88.5	88.5	88.5
	Most Important	45	11.5	11.5	100.0
	Total	390	100.0	100.0	

#### Officers of Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Selected	384	98.5	98.5	98.5
	Most Important	6	1.5	1.5	100.0
	Total	390	100.0	100.0	



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# Among African-Americans, technical skills most often the primary reason for branch choice.

## Locations

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	49	98.0	98.0	98.0
Valid Most Important	1	2.0	2.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Adventure

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	44	88.0	88.0	88.0
Valid Most Important	6	12.0	12.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	47	94.0	94.0	94.0
Valid Most Important	3	6.0	6.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## OPTempo

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	48	96.0	96.0	96.0
Valid Most Important	2	4.0	4.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Promotion

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	46	92.0	92.0	92.0
Valid Most Important	4	8.0	8.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Assignments

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	45	90.0	90.0	90.0
Valid Most Important	5	10.0	10.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Technical Skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	30	60.0	60.0	60.0
Valid Most Important	20	40.0	40.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Leadership Skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	43	86.0	86.0	86.0
Valid Most Important	7	14.0	14.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1

## Officers of Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Selected	49	98.0	98.0	98.0
Valid Most Important	1	2.0	2.0	100.0
Total	50	100.0	100.0	

a. Ethnicity = 1



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# Ethnicity Interaction

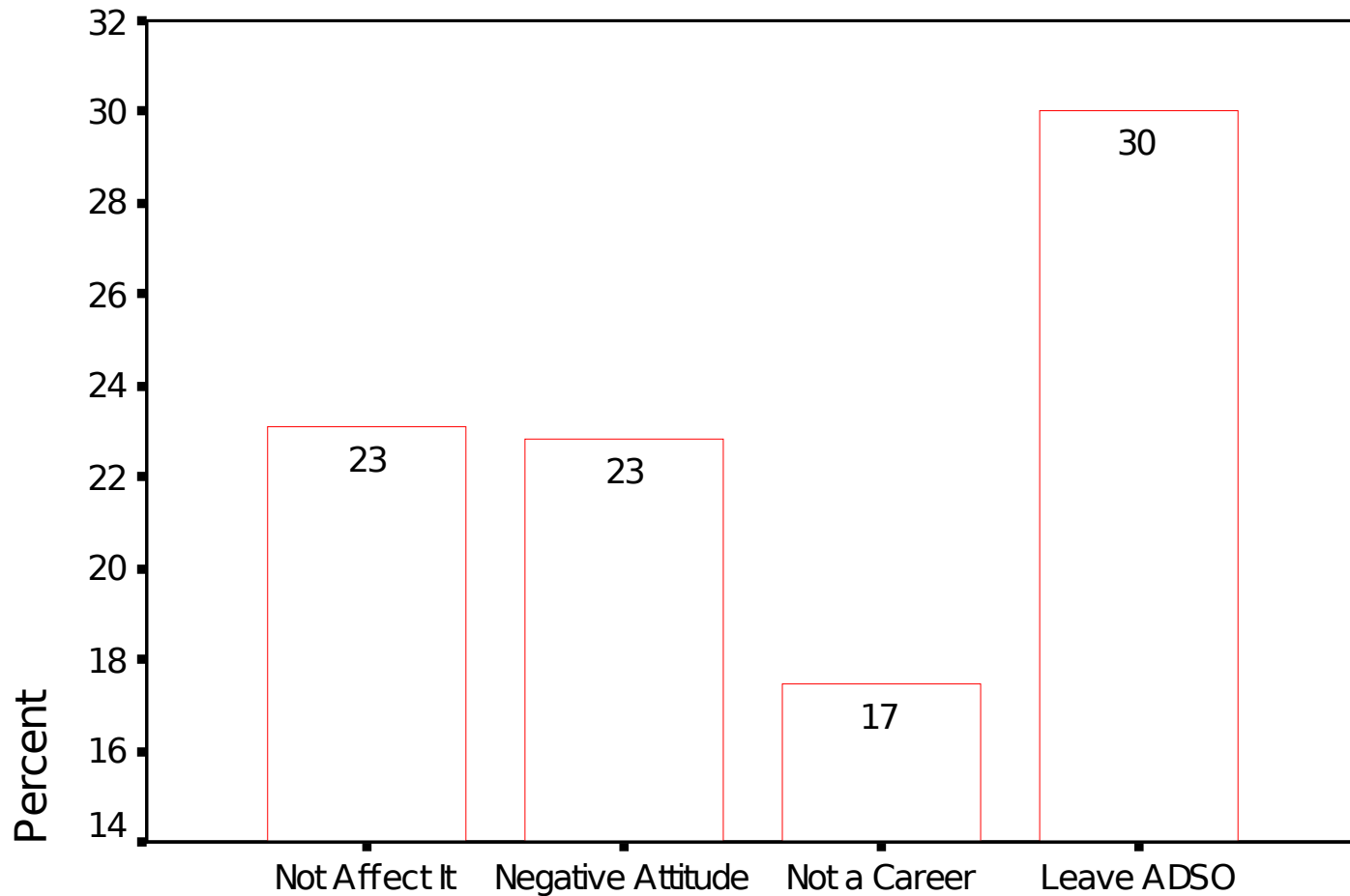
- ★ **African-Americans and Mexican Americans place high value on job skills and technical aspects of a branch in their choices.**
- ★ **Leadership development is not seen by minority cadets generally, and particularly by African-Americans as a stepping stone to a civilian job.**
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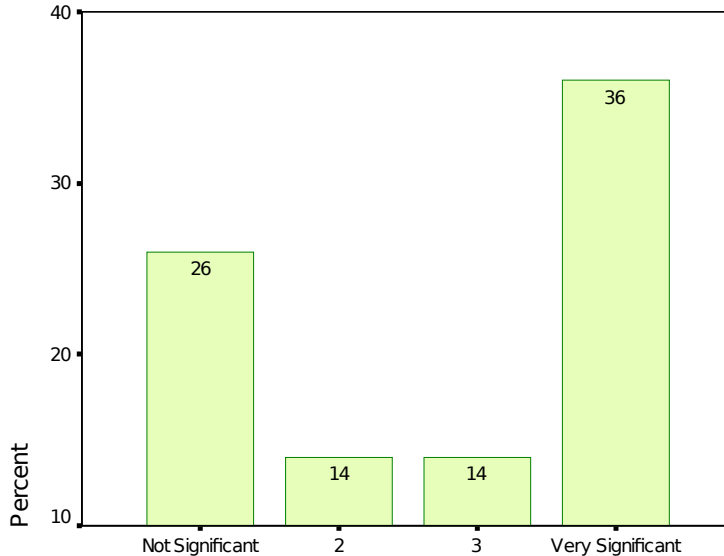
# Impact of Not Getting First Choice On Remaining in the Army



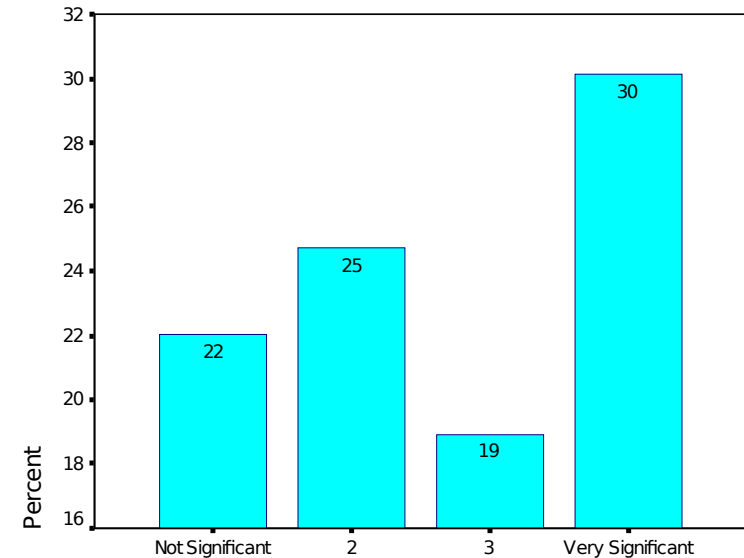
***U.S. Army Cadet Command***



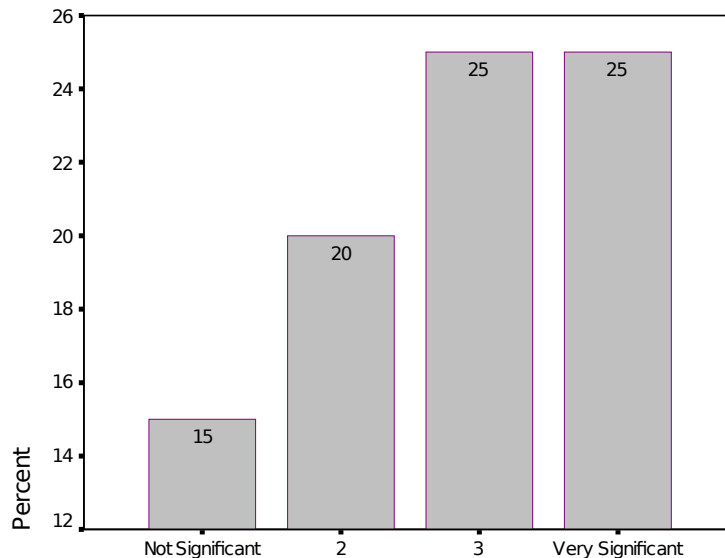
African-Americans



Euro Americans



Asian Americans



- **Asian Americans most likely to be upset with not getting first branch choice.**
- **Prior branching studies found that African-Americans were least likely to get their choice of branches, but relatively satisfied with the branch decision.**
- **Whites got their branch most frequently, but satisfaction was lower, as with Asian Americans.**
- **This study shows more potential dissatisfaction among African-Americans if they do not get their branch choice.**



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# Summary

- ★ All cadets view the advantages of the branches the same, regardless of ethnicity (i.e., all cadets see leadership and promotion higher in CA, and lower in CS and CSS).
- ★ However, all cadets do not possess the same cultural values and emphasis regarding these advantages (African-Americans focus on Job Skills, whites on Adventure).
- ★ Minority cadets are more likely to value certain advantages over others.
- ★ Cadets who do not have adventure, and fun job assignments as a primary decision will not likely branch Combat Arms.
- ★ Infantry and Armor have the highest leadership development and promotion potential ratings but African-Americans do not respond to these.
- ★ The message that leadership development will impact on future civilian career progression has not been heard by minority cadets.



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# Summary continued

- ★ **Some branches are significantly lower in appeal and this was directly linked to the perceptions of cadets about the branches' advantages.**
- ★ **Historically difficult to fill branches remain at the low end of cadet perceptions and subsequently cadets plan not to select these branches high in their order of choice.**
- ★ **Branches with significant shortfalls in perception and choice include:**
  - ★ **Chemical**
  - ★ **Field Artillery and ADA**
  - ★ **Finance**
  - ★ **AG**
- ★ **Overall, job skills and adventure lead the characteristics of branches in the job decision.**
- ★ **Which of these is most important is dictated by the ethnicity of the cadet more than any other factor.**



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# Recommendations

- ★ **More care needs to be given to aligning branch selection with branch choice to increase lieutenant satisfaction and retention after commission.**
- ★ **In order to equalize the ethnic mix by branch particularly in CA, a program that explains the advantages of leadership development for future civilian careers must be developed.**
- ★ **Cadets (particularly African-American and Mexican American) should be exposed to this information as soon as possible to increase interest in and choice of combat arms branches.**



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